



Cabinet

Monday 10 December 2018 at 4.00 pm

Boardrooms 3 - 5 - Brent Civic Centre, Engineers Way,
Wembley, HA9 0FJ

Membership:

Lead Member Councillors:

Portfolio

M Butt (Chair)

McLennan (Vice-Chair)

Agha

Farah

Hirani

Miller

M Patel

Krupa Sheth

Southwood

Tatler

Leader of the Council

Deputy Leader of the Council and Lead Member for
Resources

Lead Member for Schools, Employment and Skills

Lead Member for Adult Social Care

Lead Member for Public Health, Culture & Leisure

Lead Member for Community Safety

Lead Member for Children's Safeguarding, Early Help
and Social Care

Lead Member for Environment

Lead Member for Housing & Welfare Reform

Lead Member for Regeneration, Highways & Planning

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

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minutes of this meeting have been published visit:

democracy.brent.gov.uk

The press and public are welcome to attend this meeting

Notes for Members - Declarations of Interest:

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

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

If the Personal Interest is also significant enough to affect your judgement of a public interest and either it affects a financial position or relates to a regulatory matter then 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 of 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 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 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 is the subject of a registrable personal interest.

Agenda

Item	Page
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1	Apologies for Absence	
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2	Declarations of Interest	
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Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary or personal interests in the items on this agenda and to specify the item(s) to which they relate.

3	Minutes of the Previous Meeting	1 - 6
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To approve the minutes of the previous meeting held on 12 November 2018 as a correct record.

4	Matters Arising (if any)	
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To consider any matters arising from the minutes of the previous meeting.

5	Petitions (if any)	
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To discuss any petitions from members of the public, in accordance with Standing Order 66.

6	Reference of item considered by Scrutiny Committees (if any)	
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To consider any reference reports from any of the Council's three Scrutiny Committees.

Resources reports

7	Approval to proceed with the South Kilburn District Energy Network	7 - 18
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The report sets out and seeks agreement for the most practical proposal for the delivery of the Council's obligations in respect of the South Kilburn District Energy Network (the SK DEN).

Ward Affected:
Kilburn

Lead Member: Deputy Leader (Councillor Margaret McLennan)
Contact Officer: Conrad Hall, Chief Finance Officer
Tel: 020 8937 6528
Email: conrad.hall@brent.gov.uk

Chief Executive's reports

8 Stronger Communities Strategy 19 - 40

The report presents **Brent: Stronger Together** - the draft Stronger Communities Strategy 2019-23 for approval. The strategy sets out values and priorities following consultation. It is supported by commitments that focus on the priority areas.

Ward Affected:
All Wards

Lead Member: Lead Member for Community Safety (Councillor Tom Miller)

Contact Officer: Pascoe Sawyers, Head of Strategy and Partnerships
Tel: 020 8937 1045
Email: pascoe.sawyers@brent.gov.uk

9 2017/18 Annual Complaints Report 41 - 84

The report sets out complaints performance in Brent for the period April 2017 to March 2018 and focuses on the nature of complaints and the learning and improvements from complaints and Ombudsmen cases.

Ward Affected:
All Wards

Lead Member: Deputy Leader (Councillor Margaret McLennan)

Contact Officer: Irene Bremang, Head of Performance & Improvement
Tel: 020 8937 1822
Email: irene.bremang@brent.gov.uk

10 Q2 Integrated Finance and Performance Report 85 - 120

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

Ward Affected:
All Wards

Lead Member: Deputy Leader (Councillor Margaret McLennan)

Contact Officer: Irene Bremang, Head of Performance & Improvement
Tel: 020 8937 1822
Email: irene.bremang@brent.gov.uk

11 Exclusion of Press and Public

No items identified in advance of the meeting.

12 Any other urgent business

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

Date of the next meeting: Monday 14 January 2019



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

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

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LONDON BOROUGH OF BRENT

MINUTES OF THE CABINET Monday 12 November 2018 at 4.00 pm

PRESENT: Councillor M Butt (Chair), Councillor McLennan (Vice-Chair) and Councillors Agha, Hirani, Miller, M Patel, Krupa Sheth, Southwood and Tatler

Also present: Councillor Long

1. **Apologies for Absence**

Apologies for absence were received from Cllr Farah (Lead Member for Adult Social Care) and Peter Gadsdon (Director Performance, Policy and Partnerships)

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 15 October 2018 be approved as an accurate record of the meeting.

4. **Matters Arising (if any)**

There were no matters arising.

5. **Petitions (if any)**

There were no petitions.

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

There was no reference of items considered by Scrutiny Committees.

7. **St. Raphael's Estate - Housing Options Appraisal**

The Leader of the Council, Councillor Muhammed Butt, welcomed Mary Rands to the meeting. Ms Rands explained that she has lived on the St Raphael's estate since it was built in 1975. Ms Rands informed the Cabinet that she had attended the public meeting at Henderson House on the potential development of the estate. She expressed concern at the proposed consultation, stating her belief that the result was a foregone conclusion. She asked Cabinet for clarity about secured

tenancies. Ms Rands asked the Cabinet what would freeholders / leaseholders gain if they sell a property?

Councillor Ellie Southwood, Cabinet Member for Housing and Welfare Reform, thanked Ms Rands for her contribution and reiterated that the Council is committed to enabling residents make decisions about where they live.

Councillor Southwood stated that the prospect to build brand new homes that meet the needs of the families who live on St Raphael's estate was a unique opportunity.

Councillor Southwood stated that the report for consideration seeks approval for the work that will lay the foundations for improving life on the St Raphael's Estate. She emphasised that, through robust consultation and engagement, tenants and the community will decide on the best way of doing this.

Councillor Southwood stated that depending on the outcomes of consultation, there will be the opportunity to build brand new homes that meet the needs of families who live on St Raphael's whilst continuing to play our part in tackling London's shortage of good quality and genuinely affordable housing.

Councillor Southwood stated that despite the financial pressures arising from Government budget reductions imposed upon local authorities, the Council has a unique opportunity to make a difference on the estate. Through the engagement to date, the Council has heard that there are issues that the local residents would wish the Council to address and equally the Council would wish to get to work with the community on making things better, starting with engaging the community in a proper masterplanning process. She stated that residents are generally positive about life on the estate, but there is a strong sense that it could, and should, be a much nicer place to live.

Councillor Mili Patel, Cabinet Member for Children's Safeguarding, Early Help and Social Care, welcomed the report but encouraged officers within the Council's Housing and Regeneration teams to identify a young people's liaison person.

Carolyn Downs, Chief Executive, stated that the intention is to employ an agency which will act as Independent Adviser to the tenants and other residents.

RESOLVED that:

- i. Cabinet would work with residents and tenants to set up a governance structure which will oversee this project.
- ii. Cabinet agreed to officers progressing work on the St Raphael's Estate to assess potential housing improvement and development opportunities for the estate.
- iii. Cabinet agreed to delegate authority to the Strategic Director of Community Wellbeing in consultation with the Lead Member for Housing and Welfare Reform for the award of contract for a Multi-disciplinary Design Team and other key consultants as required including cost consultants.
- iv. Cabinet agreed that an Estate ballot, would take place prior to any final decision to proceed with option 2 as set out in the report.
- v. Cabinet noted that officers were working on establishing a partnership arrangement with Network Homes and Peabody Trust to take forward any

future development of the St Raphael's Estate with any final agreement subject to approval by Cabinet.

- vi. Cabinet noted that an update would be provided to Cabinet at appropriate points in the programme.

8. **School Place Planning Strategy 2019-2023**

Councillor Amer Agha, Cabinet Member for Schools, Employment and Skills, introduced the report providing Cabinet with a new School Place Planning Strategy covering the period 2019 to 2023.

Councillor Agha stated that the School Place Planning Strategy 2019-23 includes the latest projections for primary and secondary school places and demand for places for children with Special Educational Needs and Disabilities (SEND) and early years provision.

RESOLVED that:

- i. Cabinet approved the new School Place Planning Strategy 2019–2023 provided as set out in Appendix 1 of the report.
- ii. Cabinet noted that demand for Reception places was expected to continue to reduce over the next five years before recovering to the 2018 level of demand in 2022/23.
- iii. Cabinet noted that demand for secondary places was increasing with a need for an additional 13 forms of entry by 2023/24 to meet demand and ensure there was sufficient capacity to manage in-year admissions.
- iv. Cabinet noted the anticipated increase in demand for places that meet the needs of children and young people with SEND places and planned strategies for addressing this need.
- v. Cabinet noted the strategy for ensuring sufficient Early Years provision.

9. **Statement of Gambling Principles 2019-2022**

Councillor Tom Miller, Cabinet Member for Community Safety, stated that the London Borough of Brent is a Licensing Authority under the Gambling Act 2005 (the Act).

Councillor Miller stated that section 349 of the Act requires all licensing authorities to prepare and publish every three years a Statement of Gambling Principles that sets out their policy for dealing with applications and regulating gambling premises within their borough. He stated that the Act also requires licensing authorities to keep the Statement under review from time to time.

The Leader of the Council, Councillor Muhammed Butt, questioned the wording of the final paragraph of the executive summary (page 3 of the Statement of Gambling Principles).

Subject to the final paragraph of the Executive Summary (*page 3 of the Statement of Gambling Principles*) being amended, it was **RESOLVED** that:

- i. Cabinet noted the revised Statement of Gambling Principles (31 January 2019 – 30 January 2022) set out in Appendix 1 of the report

- ii. Cabinet proposed that the Statement of Gambling Principles be referred to Full Council on 26 November 2018 for approval.
- iii. Cabinet resolved that the subject to approval by Full Council, the Council must publish its revised Statement of Gambling Principles for a period of four weeks prior to it coming into effect on 31 January 2019, on the Council's website, in the local newspaper, on the public notice board at Council's offices and make it available for public inspection.

10. Brent Design Guide Supplementary Planning Document (SPD1) Adoption.

Councillor Shama Tatler, Cabinet Member for Regeneration, Highways & Planning, introduced the report stating that the paper outlines the consultation responses received between 24 May 2018 and 5 July 2018 on the draft Brent Design Guide Supplementary Planning Document (SPD1).

Councillor Tatler stated that the consultation responses received have resulted in minor amendments, with revised text now providing clearer guidance. She stated that when adopted by Cabinet the document will replace the existing Design Guide for New Development (SPG17) adopted in 2001, which will need to be revoked.

RESOLVED that:

- i. Cabinet approved the proposed amendments as set out in Appendix 1 of the report
- ii. Cabinet adopted the Brent Design Guide Supplementary Planning Document (SPD1) as set out in Appendix 2 of the report.
- iii. Cabinet revoked the existing Design Guide for New Development (SPG17) adopted in 2001.

11. Business Rates and Associated IT Support Contract Award

Councillor Margaret McLennan, Deputy Leader of the Council, introduced the report requesting authority to award a contract for the provision of Business Rates and associated I.T. Support as required by Contract Standing Order No 88.

Councillor McLennan stated that the report also summarises the procurement process undertaken and following the completion of the evaluation of final tenders, recommends to whom the contract should be awarded.

RESOLVED that:

- i. Cabinet awarded the contract for the provision of Business Rates and associated IT Support Services to Capita Business Services Ltd with effect from 1 May 2019 for a period of five years with an option to extend for a further three years.
- ii. Cabinet delegated powers provided through regulations issued under the Deregulation and Contracting Out Act 1994 for the assessment and collection of Business Rates be granted to Capita Business Services Ltd with effect from the 1 May 2019.

12. Delegation of Decision and Award of a Printing Services Contract for the ICT Shared Service Authorities

Councillor Margaret McLennan, Deputy Leader of the Council, introduced the report relating to the provision of printing services to the ICT Shared Service London Boroughs of Brent, Lewisham and Southwark, and to the Local Government Association. Councillor McLennan stated that the authorities are seeking a single supplier to be responsible for the printing services, including multifunctional devices, the print room in Brent Civic Centre, and offsite hybrid mail and bulk printing. The contract will be for four years with extensions of up to three years.

Councillor McLennan stated that the report outlines the further competition process under Crown Commercial Service Framework RM3781 and requests the delegation to the Strategic Director, Resources, in consultation with the Deputy Leader of the Council, of the authority to award a contract following completion of the tender and evaluation process.

RESOLVED that:

- i. Cabinet noted the procurement of an ICT Shared Service contract for managed print services, including multifunctional devices, the print room in Brent Civic Centre, and offsite hybrid mail and bulk printing, on the basis of the criteria set out in the report.
- ii. Cabinet delegated authority to the Strategic Director of Resources, in consultation with the Deputy Leader, to award a contract for printing services, as set out in the report.

13. Changes to Local Government Association Membership

Councillor Margaret McLennan, Deputy Leader of the Council, introduced the report stating that the London Borough of Brent is currently a member of the Local Government Association (LGA), which is a member subscription organisation. It has been constituted as an unincorporated association since its inception in 1997. On 4 July 2017, the LGA General Assembly, passed a resolution to create a new incorporated LGA, set up as an unlimited company, in place of the unincorporated association.

Councillor McLennan stated that the purpose of this report is to set out the background to this decision and to seek Cabinet approval for the Council to participate in the new arrangements.

RESOLVED that:

- i. Cabinet agreed to the Council being a member of the new Local Government Association Unlimited Company.
- ii. Cabinet authorised the Council's Chief Executive to provide formal written agreement to the Local Government Association (LGA) to dissolve the unincorporated Local Government Association at such date thereafter as determined by the LGA Leadership Board

14. Exclusion of Press and Public


None

15. Any other urgent business

None.

The meeting ended at 4.41 pm

COUNCILLOR MUHAMMED BUTT
Chair

 Brent	Cabinet 10 December 2018
	Report from the Chief Finance Officer
Approval to proceed with the South Kilburn District Energy Network	

Wards Affected:	Kilburn
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:	One <ul style="list-style-type: none"> Appendix 1 – South Kilburn Energy Network Background
Background Papers:	N/A
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Catherine Arotsky Senior Energy and Sustainability Manager, Resources Email: Catherine.arotsky@brent.gov.uk Tel: 020 8937 2942

1.0 Purpose of the Report

- 1.1 To agree the most practical proposal for the delivery of the Council's obligations in respect of the South Kilburn District Energy Network (the SK DEN).

2.0 Recommendations

That Cabinet:

- 2.1 Approve the procurement a suitable partner to manage and operate the South Kilburn District Energy Network, on the basis of the Council forming a company with this partner for the reasons set out in the report.
- 2.2 Delegate to the Chief Finance Officer, in consultation with the Deputy Leader (as lead Member for Finance) authority to agree relevant pre-tender considerations for the procurement of a suitable partner and thereafter evaluate tenders on the basis of such pre-tender considerations.
- 2.3 Delegate to the Chief Finance Officer, in consultation with the Deputy Leader (as lead Member for Finance) authority to select a partner, to agree partnership terms, enter into a partnership agreement and take all steps

necessary to establish a company with the partner to manage and operate the South Kilburn District Energy Network.

- 2.4 Note that in the event that a suitable partner cannot be procured or it is not possible to agree partnership terms, the backstop arrangement is that the service will, at least initially, be managed and operated in house.

3.0 Detail

- 3.1 The regeneration of South Kilburn is a fifteen year programme that is approximately half way through. It aims to transform the area into a sustainable and mixed neighbourhood and create a real sense of place and belonging. This report outlines the proposal for the South Kilburn District Energy Network (the SK DEN). Appendix 1 contains further detailed technical background to the South Kilburn District Energy Network project.
- 3.2 In summary, as part of the original terms for the regeneration of South Kilburn, the GLA required that a district heat network was installed in accordance with the London Plan. In simple terms a district heat network is a communal heating scheme, where heat is generated centrally and residents receive their heat from that central facility, rather than having the option to contract with British Gas or another similar national supplier. It should be noted that developments of the scale of those in South Kilburn would usually, as a minimum, use communal heating, whereby there are central boilers for each block, rather than the proposal which allows for central boilers for numerous developments. In order to finance the heat network, contributions have been collected and will continue to be collected via Section 106 agreements.
- 3.3 Accordingly, the construction of the facility has been included within the contracts let in South Kilburn. The Energy Centre is in the basement of Gloucester & Durham which is currently in construction. The contract with Telford Homes (who are constructing Gloucester & Durham) requires that the Council confirm by January 2019 whether they will supply heat to Gloucester & Durham. The Energy Centre is contractually required to be handed to the Council (or their contractor) for fit out in December 2019 with (if agreed) a requirement to supply heat to the first phase of Gloucester & Durham by May 2020
- 3.4 The point at issue is not therefore whether the council should undertake this project, but only how best to undertake it. However, the question of why do it is an important one. As outlined, it is a requirement from the GLA, and it is understood that not installing a District Heat Network at South Kilburn will have a significant negative impact on our relationship with GLA for future developments. It is outlined in the London Plan, that district heat networks offer significant opportunities for reducing local and national emissions as a district heat network can optimise the heat generating equipment. Looking to the future, having a district heat network, offers a single point of change where new technologies offer reduced emissions and more efficient systems, so instead of having to change 260 boilers in a block of flats, it would be 2 boilers which could be changed for heat pumps or some other technology yet to be invented. This is one of many areas which the Council will have an opportunity to influence where they stay involved in the project. The techno-

economic model outlines the predicted carbon savings against a business as usual scenario illustrated in

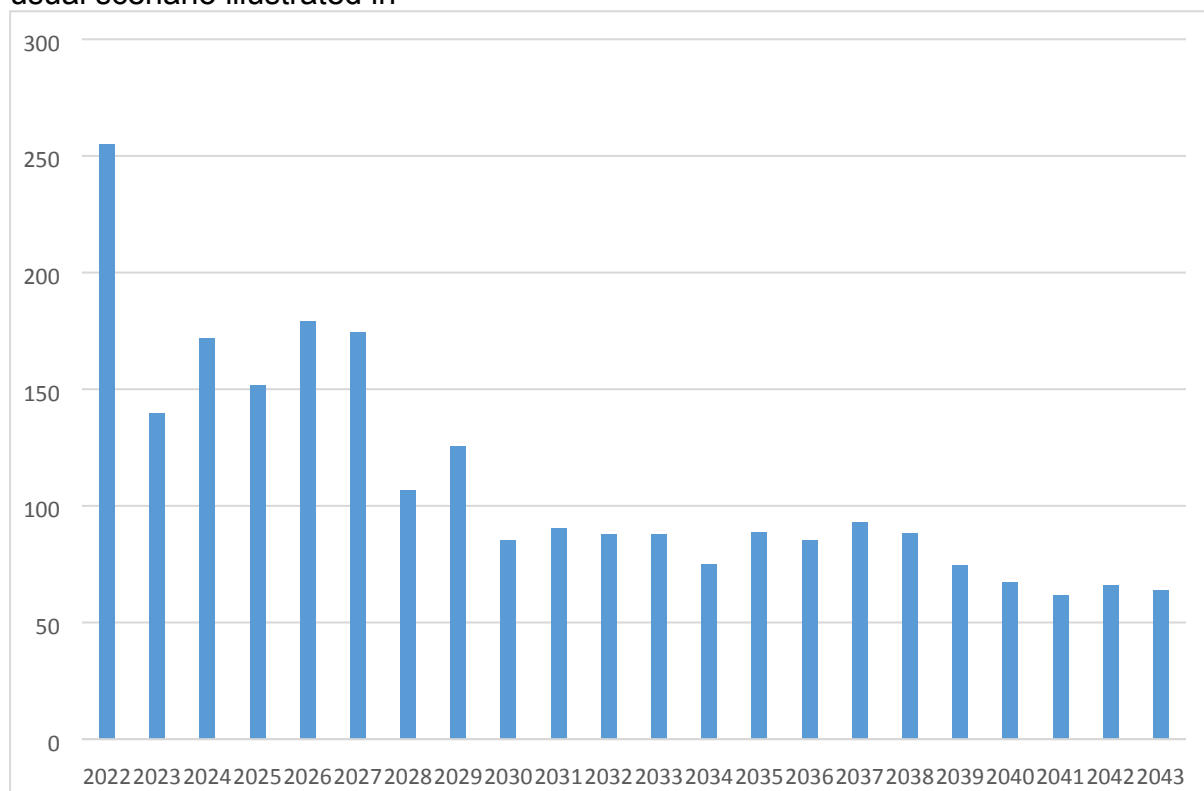


Figure 1.

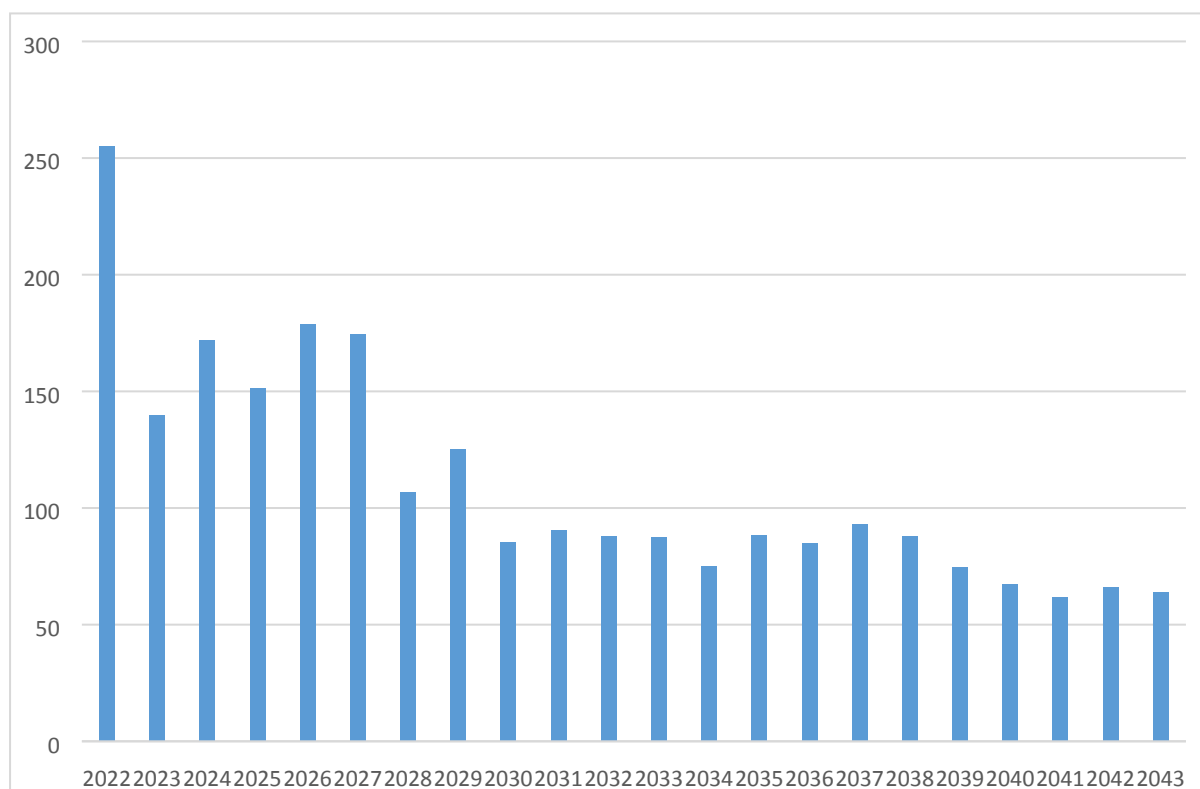


Figure 1: Graph of Carbon Savings against a Business as Usual Scenario

3.5 After a review of the options, as set out below, it is proposed that a partner will offer the most appropriate route to delivering the District Energy Network at South Kilburn. However, there are important arguments for and against each

of the main options, and setting up a new company (which is, narrowly, the recommended option) would be a complex undertaking.

- 3.6 As set out below, simply seeking to let a contract to manage and operate the centre has been tried before and failed to attract attention from the market. In fact, the previous procurement was on the basis of “design, build, manage and operate” which would ordinarily have been considered more attractive to the market. Letting a contract, if bidders could be found, to manage and operate a facility that someone else had designed and built is problematic and likely to lead to complicated issues in, for example, assigning liability for defects.
- 3.7 A partner avoids some of these issues, because from the point of view of the market the council would clearly be retaining a share of the latent defects risk and hence retaining an ongoing stake in the operation of the facility. Soft market testing tends to support this view, with three contractors responding positively to initial discussions.
- 3.8 There is also the potential for the company to become a profitable enterprise in its own right. Some councils – Enfield, Nottingham City and Bristol for example – have successfully set up such enterprises through commercial structures including similar partnering arrangements, so the potential clearly exists.
- 3.9 That said, each of the examples cited above operate at greater scale than the SK DEN, and hence the opportunity for any surpluses in the short-term is limited or should be regarded with considerable caution. However, the facility has been specified such that it can be expanded in scale relatively easily, using GLA and s106 funding. The physical facility is sufficiently large to heat more than just Gloucester & Durham, and so a partnering option offers the best chance of attracting a partner willing to invest in making the scheme work on the basis of possible future expansion and hence profit.
- 3.10 A partner offers opportunities for the Council to work with a specialist partner to ensure that the residents of South Kilburn are offered a competitive price for heat. It also offers opportunities for meeting objectives in terms of reductions in emissions and commissioning innovative solutions and in helping to minimise the risk of fuel poverty. Again, the concern is that a conventional procurement route will not attract such a partner, leaving the council alone to develop a project outside of its core competencies.
- 3.11 However, setting up a company with a partner organisation is of course complex, and there are no guarantees that a suitable partner can be found under this approach. A clear risk is that the council invests considerable time and effort in the necessary due diligence steps without achieving anything. Even if a company is established it adds to the complexity of the council’s operations, although perhaps this risk should not be overstated since the council already operates a wide range of partnerships with public and private sector bodies, and a single, relatively small, company of this type could be argued not to add greatly to this.
- 3.12 There are two main alternative approaches.
- 3.13 The Council could put the project back out to market for an Energy Services Company to operate. The council has put this proposal to market twice and

both times it has failed to attract any bids. As set out above, seeking to procure this on a simple “manage and operate” basis is arguably even less likely to be successful. In order to maximise the prospects of success of this route it is likely that all of the Section 106 money would have to be provided to the company, but there would be no opportunity for the Council to receive any income from the project or influence the price of heat to the residents.

- 3.14 If this approach did work it would result in the simplest solution for the council, but probably not the most financially attractive. There is also the risk that the council would have less control over future pricing than where they are a partner within the district energy company. This could therefore become an issue for residents in future years, as the contractor would seek presumably to maximise the price charged per unit in order to maximise their own profits.
- 3.15 On the basis that this approach is probably the least likely to work as intended (as there is little reason to expect the procurement to be successful except perhaps at a poor price) and will most restrict the council’s ability to control future prices for residents it is not recommended. A variant of this approach would be to procure a contractor via a council owned company. However, this does not significantly alter the balance of risks or likelihood of a successful procurement and so has not been considered further.
- 3.16 The other alternative would be for the council simply to operate the facility itself (either directly or via one of its companies). This is the fall-back position, in any event, as if the council accepts its existing obligations to deliver the service then if one of the market-based solutions above is adopted and is not successful then the council will have to operate the facility itself.
- 3.17 This approach is not without merit. It is simple, and offers more certainty over delivery, so that the focus can be on making the proposal work well rather than on procurement and complex corporate structures. It also gives the council maximum flexibility over the future pricing for residents, although the converse of this is that possible public pressure not to increase prices would then translate into extra net cost for the council.
- 3.18 The main difficulty is that the council lacks experience and capacity in managing such a facility. There is an energy team, which consists of just two people. They have some, but by no means all, of the relevant expertise in the sector, but certainly not the capacity to manage such a facility. Under this option the team would therefore need to be expanded, and the council would also need to invest in its IT facilities to develop billing systems and so on, whereas a private sector partner could easily simply paste in its existing billing system.
- 3.19 On balance, therefore, this is not the preferred option, although as noted above it is not without merit and is in any event the fall-back position.
- 3.20 A partnering arrangement is therefore, on balance, the recommended option in terms of ensuring best value to South Kilburn’s residents whilst also giving the better chance of achieving financial and sustainability objectives.
- 3.21 Assuming that the recommended approach is adopted it is important to note some key risks and how they will be mitigated, but in the context of noting that all of these risks are present to some extent regardless of the approach

adopted. A key risk is that the Council agrees in January 2019 to supply heat to Gloucester & Durham but then does not complete the contracts for the partnered district energy company in time to provide heat by May 2020. The mitigation for this risk is to ring fence the cost of interim boilers for Gloucester & Durham. This risk is further mitigated, as Telford Homes are procuring their own boilers as they require heat for commissioning before May 2020 and, as noted above, in house delivery remains available as a fall-back option.

- 3.22 As with any project of this nature there are a number of other risks which are managed through normal project management disciplines. Construction risk and delay are the key issues being managed here, but as these risks are largely the same regardless of the option chosen they are not very material to the immediate decision on commercial structures that is now requested.
- 3.23 Given the need to provide heat by May 2020, the procurement of a suitable partner and the negotiation of partnership arrangements need to be progressed with the minimum of delay. Officers are currently seeking advice from the GLA's DEEP Programme that will feed in to setting pre-tender considerations and therefore it is recommended to delegate to the Chief Finance Officer in consultation with the Deputy Leader (as Lead Member for Finance) authority to set pre-tender considerations. Again to minimise delay, delegated authority to the Chief Finance Officer in consultation with the Deputy Leader is recommended in order to conduct the procurement, select a partner, to agree partnership terms, enter into a partnership agreement and take all steps necessary to establish a company with the partner to manage and operate the SK DEN.

4.0 Financial Implications

- 4.1 As indicated in the report the district energy network project has undertaken soft market testing with potential contractors. A final detailed business plan has not yet been developed and this will very much depend on the expertise and vision of the selected delivery partner. Each party consulted so far has offered quite different options in terms of their opinions as to how best to manage such a network.
- 4.2 The estimated costs of the scheme, when it is constructed and fully operational, could be up to £10m, depending on the final solution. This is being financed solely by S106 contributions and the scheme is not reliant on any subsidy from the Council for the initial construction nor for any ongoing running costs. However, if the District Energy Network is not constructed for any reason there is a risk that these sums would need to be returned to developers.
- 4.3 As the capital costs to build the network will be 100% funded from external contributions it is not unreasonable to expect an ongoing income stream once operational, but it would not be prudent to budget for it at this early stage, especially as there is little certainty on costs. The final makeup of the scheme including any distribution of potential surpluses will be determined in conjunction with the chosen delivery partner.
- 4.4 The analysis has been undertaken based on a core network feeding:
- Gloucester & Durham
 - Hereford & Exeter
 - Peel

- Granville New Homes
- Carlton & Granville Centre.

Plus, an updated model to include the latest data from the above and Neville Winterleys Carlton.

- 4.5 There are many assumptions which will require further investigation. In particular, an assumption has been made as to the price of heat, however, the price of heat is set by the heat supplier and would be based on an analysis of costs and in accordance with the Heat Trust guidance. The current analysis is based on supply of bulk heat (i.e. one customer per building), however, the soft market testing suggested that ultimately all contractors in this market would at least want the opportunity to sell directly to households. It should also be noted, that there are a number of fixed costs irrelevant of the size of the network. Feedback from one of the potential partners indicated that they would set a heat price based on the total likely customers, which would mean that until those customers are connected, the heat network may not make a profit.
- 4.6 The contract for Gloucester & Durham has a requirement for the Council to confirm by January 2019 whether they will supply heat for the development on first occupation (May 2020). If the Council confirm that they will provide heat to Gloucester & Durham, the Council will receive an additional £400k capital receipt to the South Kilburn programme. It is also worth noting that there are simple technical options for meeting the Gloucester & Durham heat requirements even if the Energy Centre is not fully operational by the longstop date of May 2020.

5.0 Legal Implications

- 5.1 The procurement of a partner to manage and operate the SK DEN and the estimated value of this arrangement is such that the procurement will be subject to EU Procurement Regulations. It will also be classed as a High Value Contract under the Council's Contract Standing Orders and Financial Regulations.
- 5.2 For High Value Contracts, the Cabinet must approve pre-tender considerations (Standing Order 89) and the inviting of tenders (Standing Order 88). Whilst Recommendation 2.1 seeks authority to invite tenders, for the reasons detailed in paragraph 3.23, Recommendation 2.2 seeks delegated authority to the Chief Finance Officer in consultation Lead Member to approve pre-tender considerations.
- 5.3 Delegations to the Chief Finance Officer in consultation Lead Member are also sought to select the preferred partner, negotiate and enter into a partnership agreement and thereafter take all necessary steps leading to the formation of company with the partner. The justification for such delegations is to ensure the project can be progressed with the minimum of delay given the need to provide heat by May 2020.

6.0 Equality Implications

- 6.1 The project offers an opportunity to reduce fuel poverty by providing cost effective heat to vulnerable customers. Otherwise there are no equality implications.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 Not specifically on the commercial structures, which are the subject of this report, but the South Kilburn project generally has been consulted upon extensively with ward members and the local community.

8.0 Human Resources/Property Implications (if appropriate)

- 8.1 Not applicable

Report sign off:

CONRAD HALL

Chief Finance Officer

Appendix 1 – Background

The South Kilburn District Energy Network was required by the GLA as part of the approvals for the South Kilburn Regeneration Project.

A District Heat Network is where one Energy Centre provides heat to a number of buildings. A District Heat Network becomes a District Energy Network when it also generates electricity. For clarity, communal heating is where boiler plant serves a number of units within a single building.

Initial appraisals of the proposals indicated that the financial viability was poor and in order to install a District Energy Network, additional funding would be required.

The proposal for a District Energy Network has gone out to the market twice with no success. Feedback from tenderers indicated that this reflected the poor financial viability of the project and the lack of comfort with regard to the number of potential customers.

Since previous market appraisals, a more thorough review of the potential for the project has been undertaken within the Council. All developments across South Kilburn have been and will be required to pay into a fund as part of their Section 106 agreements to provide funding for the scheme. It has been determined that with the S106 money, the project is viable.

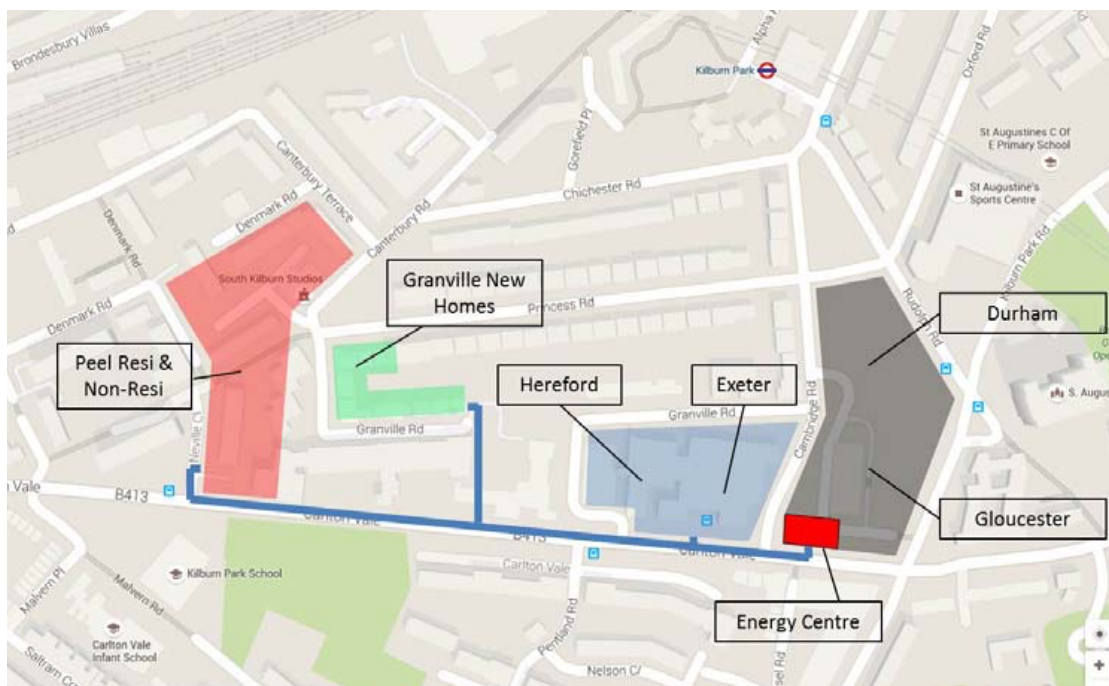


Figure 1: Initial heat network for South Kilburn

The current proposal is to procure a network which provides heat to the following developments at South Kilburn (see Figure 1):

- Gloucester & Durham
- Hereford & Exeter
- Carlton & Granville Centres
- Peel
- Granville New Homes

In addition, a request has been received from Neville, Winterleys & Carlton which is located to the North of Peel.

With the current S106 money and the additional money from future developments there is huge potential for a South Kilburn District Energy Network.

The Energy Centre at South Kilburn is located in the basement of Gloucester & Durham at the corner of Cambridge Road and Carlton Vale. This is currently being constructed with access contractually required by December 2019.

Selling Heat and Electricity

There are two main routes for selling heat with a District Energy Network.

- Heat is sold to the building as a bulk heat supply and the building management company manage the billing of individual properties.
- Heat is sold to individual properties which would include the requirement to meter and bill each property.

For the South Kilburn District Energy Networks, in order to include the existing projects within a future network, at least some bulk heat sales will be required. Selling directly to each property, whilst offering the most complexity, would also offer the greatest opportunity to protect vulnerable tenants.

It should be noted that selling heat is currently an unregulated market, which has historically been open to abuse. The current market thinking is that regulation is very likely within the next few years. The current market thinking that initially this would be based around the Heat Trust's guidance which Brent would require any potential contractor to follow in any case.

Selling electricity is a regulated market and therefore it is very complicated to sell electricity to residential customers.


Selling electricity directly to commercial customers or supplying Brent buildings directly is commercially beneficial. The price at which the network will be able to sell electricity to the grid is much lower than the potential price obtained from a commercial customer. For example, if the cost of purchasing electricity is 10p/kWh, it is likely that selling electricity would yield around 4.5p/kWh. Commercial customers would be happy to purchase electricity at a discount, so the network could yield 9p/kWh (a 10% discount to the commercial customer, but double the amount the network could expect to be paid by the grid).

Techno-Economic Model

A techno-economic model has been prepared by Anthesis – Sustain in association with Heat Network Associates. Anthesis – Sustain are engineers who have been commissioned to design the energy centre up to RIBA Stage 3 which is now complete. Heat Network Associates are experts in the field of district heat networks and have particular expertise in understanding the business cases for this type of project.

In simple terms, without the Section 106 money, the project would take 36 years to recoup the initial cost of the project. With the Section 106 money, there is great potential for the project to expand and therefore generate more revenue.

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 Brent	Cabinet 10 December 2018
	Report from the Director of Performance, Policy and Partnerships
Stronger Communities Strategy 2019-23	

Wards Affected:	All
Key or Non-Key Decision: (only applicable for Cabinet, Cabinet Sub Committee and officer decisions)	Key
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:	Two: <ul style="list-style-type: none"> • Draft Stronger Communities Strategy 2019-2023 • Draft Commitments
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Pascoe Sawyers Head of Strategy and Partnerships Email: Pascoe.sawyers@brent.gov.uk Jackie Barry-Purssell Senior Policy and Scrutiny Officer Email: Jacqueline.barry-purssell@brent.gov.uk Tel: 020 8937 1958

1.0 Purpose of the Report

- 1.1 This report presents ***Brent: Stronger Together*** - the draft Stronger Communities Strategy 2019-23 for approval. The strategy sets out values and priorities following consultation. It is supported by commitments that focus on the priority areas.

2.0 Recommendation

- 2.1 Cabinet is asked to consider and agree the draft strategy and commitments in Appendices 1 and 2.

3.0 Detail

- 3.1 ***Brent: Stronger Together*** sets a four year strategic approach to building and sustaining stronger communities. It sets a clear direction, building a strong sense of purpose and leading through our communities and their shared values. The four year timeframe gives space to build on our successes to date, the

flexibility for changes in light of new legislation or guidance and enough space to make a real difference. This strategy is central to the achievement of the overall vision for the borough as set out in the Borough Plan 2019 – 2023. This vision is:

To make Brent a borough of culture, empathy, and shared prosperity

- 3.2 Stronger communities will mean different things to different people, but for the purposes of this document it is intended to mean:

“People living and working in harmony, with a shared sense of community spirit – having respect for each other as citizens and respect for Brent as a place”.

- 3.3 The strategy includes the explicit core **values** of:

- Respect and tolerance for people
- Protecting the most vulnerable
- Pride in our area – Loving where we live
- Equality
- Active citizenship

These are integral to the **priorities** of this strategy:

- Tackling poverty
- Tackling extremism
- Engaging new and emerging communities
- Tackling underachievement
- Promoting gender equality

- 3.4 Building stronger communities is a local priority that sits well with a range of policies and initiatives at national and regional levels. The fact that objectives and actions are aligned in this way is a source of strength in developing and implementing our own values and priorities. The council will continue to work with the Government and the Mayor to ensure we all make a contribution to these shared goals.

Consultation

- 3.5 The views of our communities have played a key part in shaping the Stronger Communities Strategy. The values and priorities in this strategy have been set following extensive consultation including utilising social media. The consultation took place from 6 August to 31 October 2018. Public engagement took place at Brent Connects meetings and bespoke engagement events at:

- The Granville on 11 September
- Kingsbury Library on 21 September
- Willesden Green Library on 28 September
- Wembley Park station on 26 October.

Discussions took place at:

- The Multi-Faith forum on 16 October
- The Voluntary Sector Liaison Forum on 28 September and

- The “Time to talk” session on 3 September featuring a panel discussion (including the Lead Member) on Stronger Communities.

Paper copies of the consultation were available at these events. The online consultation took place during this period with paper copies also available on request. Staff were engaged via the Brent magazine, the “Time to talk” session, the Brent website and Twitter. The findings from the consultation have shaped the values and priorities in this strategy.

3.6 Results from the consultation show that there is strong support and agreement with the values and priorities that we had identified. We asked people to rate the Values – with 5 being the most important and 1 the least important. Ranked by the ratings received these are:

- Respect and tolerance for people
- Protecting the most vulnerable
- Pride in our area – Loving where we live
- Equality
- Active citizenship

3.7 In terms of importance the ratings showed that the most important were respect and tolerance for people and protecting the most vulnerable with equality and active citizenship the least important. We also asked people to rate the Priorities – with 5 being the most important and 1 the least important. Ranked by the ratings received these are:

- Tackling poverty
- Tackling extremism
- Engaging new and emerging communities
- Tackling underachievement
- Promoting gender equality

3.8 The ratings showed that tackling poverty and tackling extremism are the most important priorities for people with tackling underachievement and promoting gender equality the least important.

3.9 We have listened to this feedback and have developed a set of commitments to support the strategy. This is attached as an appendix. The strategy and commitments will be reviewed and monitored on an annual basis.

4.0 Financial Implications

4.1 The draft strategy highlights the existing financial context of the Council’s overall financial position and its challenges. It is within this context that the strategy will be delivered.

5.0 Legal Implications

5.1 The Council is a Best Value Authority in accordance with s 1(1) of the Local Government Act 1999. It is required to make arrangements to secure continuous improvement in the way it exercises its functions, having regard to economy, efficiency and effectiveness pursuant to s3 Local Government Act. The Stronger Communities Strategy and the consultation exercise undertaken

to support it is a way in which the Council can make arrangements to secure continuous improvement in the way it exercises its functions. Further legal advice will be sought as and when required as the proposals in the Stronger Communities Strategy are implemented.

6.0 Equality Implications

- 6.1 The Council must, in the exercise of its functions, have due regard to the need to (a) eliminate discrimination, harassment and victimisation (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it, s149 Equality Act 2010. The Stronger Communities Strategy demonstrates a commitment to that duty.
- 6.2 The s149, Public Sector Equality Duty (outlined above) cover the following nine protected characteristics: age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 6.3 The Stronger Communities Strategy is focused on stronger communities and demonstrates a commitment to the s149 duty. There are positive equality implications for the actions that support the strategy. Equality analyses will be undertaken in relation to the actions as they are developed and implemented as appropriate.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 Elected Members have been engaged as part of the consultation process.

Report sign off:

PETER GADSDON

Director of Performance, Policy, and Partnerships

Brent: Stronger Together

Stronger Communities Strategy 2019-2023

“We are far more united and have far more in common with each other than that which divides us” – Jo Cox



Foreword

In Brent our stories come from all over the world, but our lives tread the same path. For us this is something to be proud of and a source of strength – from our diverse experiences come values that we share and which help us to support each other. But we know our Borough faces unprecedented challenges – local, national and international.

Our residents have been hit harder than most by austerity cuts, hurting everyone but people who rely on services and people who have disabilities particularly hard. In some places we face a backdrop of long term poverty and exclusion. We still face gender divisions and entrenched racial inequalities. Loneliness and isolation affect people of all ages, but particularly elderly residents.

The fast movement of people challenges local people to accept and celebrate difference, overcoming division and ignorance. In the age of Brexit and a range of international crises which affect our residents, the forces of division and political violence seek to exploit the vulnerabilities of some of our residents.

These are the forces which divide. They are forces we can overcome.

We have set out our priorities in building community strength based on what you have told us through extensive engagement and consultation. In the same way the shared values we seek to encourage and use are sourced directly from Brent's residents. This strategy and the commitments that accompanies it explain how we will take what you told us and turn it into action.

Brent has a long and proud history as a place where people from different backgrounds and cultures feel they get on well together. It is widely accepted to be among the most diverse local authority areas in the country. This strategy builds on these strengths as well as outlining future activity so that we can all work together to make a great place an even better one for all our people, making the most of the strength brought by our diversity. It is based on extensive consultation with those who live, work and do business in Brent and sets an ambitious agenda for making the things you said you wanted to see a reality.

Forging strong communities that recognise we achieve more when we work together to deliver shared goals has never been more urgent. Join us on our journey to deliver on this important area of work. Together, we are stronger than that which divides us.

Cllr Miller – Cabinet Lead Community Safety

Introduction

Brent: stronger together sets a four year strategic approach to building and sustaining stronger communities. It sets a clear direction, building a strong sense of purpose and leading through our communities and their shared values. The four year timeframe gives space to build on our successes to date, the flexibility for changes in light of new legislation or guidance and enough space to make a real difference. This strategy is central to the achievement of the overall vision for the borough as set out in the Borough Plan 2019 – 2023. This vision is:

To make Brent a borough of culture, empathy, and shared prosperity

Brent: stronger together seeks to build towards these three aims by carrying out a programme of work based on the shared core values of Brent's diverse citizens. Most prominently these **values** are:

- Respect and tolerance for people
- Protecting the most vulnerable
- Pride in our area – Loving where we live
- Equality
- Active citizenship

These are integral to the **priorities** of this strategy:

- Tackling poverty
- Tackling extremism
- Engaging new and emerging communities
- Tackling underachievement
- Promoting gender equality

Stronger communities will mean different things to different people, but for the purposes of this document it is intended to mean:

“People living and working in harmony, with a shared sense of community spirit – having respect for each other as citizens and respect for Brent as a place”.

Strategic Context

Building stronger communities is a local priority that sits well with a range of policies and initiatives at national and regional levels. The fact that objectives and actions are aligned in this way is a source of strength in developing and implementing our own values and priorities. The council will continue to work with Government and the Mayor to ensure we all make a contribution to these shared goals.

At a national level this strategy is set within the context of the Government's Integrated Communities Strategy Green Paper (Building stronger, more united communities) that was launched in March 2018 and funding streams such as the Integrated Communities

Fund. This is a £7m fund to support new approaches to build more integrated communities. In addition, the Controlling Migration Fund (£100m) is focused on helping local authorities and their communities experiencing high and unexpected volumes of immigration to ease pressures on local services. The fund is directed at achieving benefits for the established resident communities as well as emerging communities.

Our aim is to engage with these strategies on a critical basis, led by the needs of Brent's residents. The Council does not necessarily agree with government policy in each of these areas - in particular we believe that immigration and diversity are sources of strength to be celebrated. But the Council is prepared to work cooperatively with government where we see benefit to local people. Alongside these national policies are a range of publications that focus on stronger communities and community cohesion.

At a London level this strategy builds on the principles in the Mayor's "All of Us" strategy that puts an onus for integration on everyone. The Mayor's strategy has four main objectives: promoting shared experiences, supporting Londoners to be active citizens, tackling barriers and inequalities, and improving London's evidence base on social integration.

At a local level, building stronger communities is central to the council's overall vision set out in the Borough Plan (2019-2023). This is to make Brent a borough of culture, empathy and shared prosperity. The Borough Plan goes on to say that delivery of the vision will mean people from different backgrounds will feel at ease with one another, sharing together in cultural opportunities and activities, and valuing the principles of fairness, equality, good citizenship and respect for people and place. They will feel that they and their children are safe, cared for and can achieve well, and that they receive excellent services when they need them. Brent will also be a great place to live and work, where business and enterprise can prosper and local people can find employment, feeling that they have opportunities to change their lives for the better.

The over-arching aim of *Brent: stronger together* is to work with our partners, communities and residents to make Brent stronger, more active, and more cohesive.

Our Context

Brent is a borough characterised by constant change. It has long been somewhere new communities have settled and succeeded. This is reflected in the fact that it is one of the most culturally diverse boroughs in the UK. People from Black, Asian and minority ethnic backgrounds make up 64 per cent of the total population.

The council continues to welcome new communities today, such as the growing Eastern European, Brazilian, Portuguese and Somali populations. The council is proud of its historic ability to welcome different cultures, support their integration and create a borough in which people from different backgrounds and cultures feel they get on well together. The cultural diversity of the borough and the cohesion between its

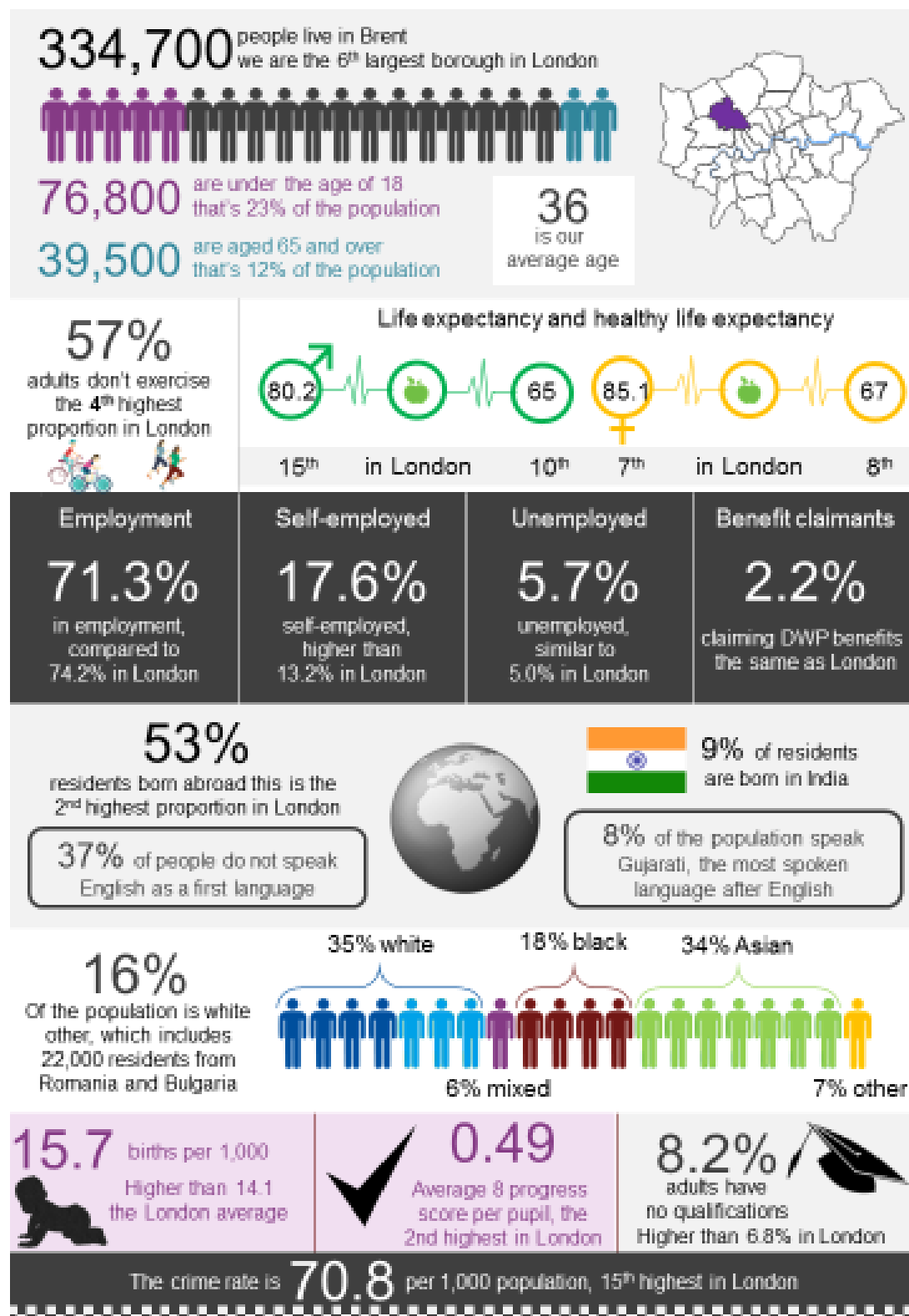
different communities are major factors in Brent's characteristic vibrancy and dynamism.

The borough's population is growing with about 335,800 residents today and projected to increase to almost 350,000 by 2023 and over 375,000 by 2030. Our residents are living longer too – the number of residents aged 65 and over will increase by 15% over the lifetime of this strategy and by 41% by 2030. The council's resources are also changing with significant savings having to be made.

The recent Residents Attitude Survey showed that 66% of respondents say that overall the council does a good job with 59% proud to live in Brent. Some 76% are satisfied with the local area. In terms of stronger communities 56% feel that people in their local area can contribute to making it better which will continue to be important as we all work together to help Brent realise its potential.

Understanding difference, bringing people together and challenging unfairness must be central to the way we respond to this context. This is the responsibility not only of the council, but also of those we work with and alongside. The council recognises the key and enhanced role that our voluntary and community sector partners in particular will have to play. Their knowledge of our residents and communities, and the ability of many of them to provide quality services will be increasingly important.

About Brent



What you told us

The values and priorities set out in this strategy have been set following extensive consultation. The consultation took place from 6 August to 31 October 2018. Consultation was undertaken at Brent Connects meetings and bespoke engagement events at the Granville on 11 September, Kingsbury Library on 21 September and Willesden Green Library on 28 September as well as at Wembley Park station on 26 October. The Time to talk session on 3 September featured a panel discussion on Stronger Communities. Discussions took place at the Multi-Faith forum on 16 October and the Voluntary Sector Liaison Forum on 28 September. The online consultation also took place during this period.

Throughout the consultation you told us that you agreed with the values and priorities that we had identified. We asked you to rate the Values – with 5 being the most important and 1 the least important. Ranked by the ratings received these are:

- Respect and tolerance for people
- Protecting the most vulnerable
- Pride in our area – Loving where we live
- Equality
- Active citizenship

In terms of importance you said that respect and tolerance for people and protecting the most vulnerable are the most important with equality and active citizenship the least important.

We also asked you to rate the Priorities – with 5 being the most important and 1 the least important. Ranked by the ratings received these are:

- Tackling poverty
- Tackling extremism
- Engaging new and emerging communities
- Tackling underachievement
- Promoting gender equality

You told us that tackling poverty and tackling extremism are the most important priorities for you with tackling underachievement and promoting gender equality the least important.

We have listened to what you have said and have developed a set of commitments. This is attached as an appendix.

Values for Stronger Communities

We have set the following values for Stronger Communities.

1. Respect and tolerance for people

The council acknowledges the distinctiveness of the many cultures and communities which make up our borough, and celebrate its diversity, it is vital that these are not used to divide us. This commitment is seen in for example, our armed forces covenant and the Brent faith covenant. Instead, we must reaffirm our shared humanity and values in the face of hatred, and expose it as harmful and unfounded. We recognise this was given the highest importance in the consultation and will reflect this in our work to deliver this strategy.

2. Protecting the most vulnerable

Hand-in-hand with equality is the need to protect the most vulnerable in our communities and to help them improve their quality of life. Vulnerability can take many forms, such as sharing a protected characteristic mentioned above. People may also be vulnerable, and require support or intervention to prevent them from suffering abuse or being groomed, for example in relation to child sexual exploitation, domestic abuse, involvement with gangs, or radicalisation into violent extremism. A further area of vulnerability concerns poverty, and its impact on all areas of people's lives, from their independence and choice to their health.

3. Pride in our area - loving where we live

A final component in fostering community cohesion is focusing on one key factor that every one of our residents has in common, which is the borough itself. Brent is an exciting, dynamic and vibrant place to live and work, well-connected by public transport within one of the great world cities, and home to one of the world's most iconic sporting stadiums. Culture is a cornerstone of the borough's vibrancy and identity, with first-class arts facilities which help bring people together, and these have been recognised in Brent's selection as the 2020 London Borough of Culture.

There is therefore much for local people to take pride in, and indeed Brent has always attracted large numbers of people from outside its boundaries. Our focus is on building a distinctive identity for the borough and developing a sense of belonging which is stronger than any lines of division.

4. Equality

The council believes that every person is different but equal, and aims to create opportunities for people to make the most of their abilities. The council is committed to better services and improved outcomes for everyone.

The council seeks to advance equality of opportunity for all, recognising that some will require greater support than others to seize and maximise those opportunities - including those with protected characteristics relating to age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including nationality), religion (including the choice of no religious belief), sex and sexual orientation. This helps us ensure we deliver good quality services responsive to the needs of local people as well as meeting our statutory public sector equalities duty. That duty also extends to fostering good relations between people who share protected characteristics and those who do not.

5. Active citizenship and participation

For a wider community to be cohesive, everyone must feel like they have a stake in it. A key element in this is having a voice that is heard when decisions are being made which affect that community.

While it is important to vote, this is dependent on age, citizenship status and the type of election, and elections are relatively infrequent. However, all residents can engage with public services year-round through a range of dedicated channels, such as the council's Brent Connects forums, Brent Youth Parliament, consultations and user groups. Elected councillors are also available to meet with their residents on a regular basis, and important decisions are taken in public by the Cabinet or the full Council itself, as well as planning and licensing decisions. Other opportunities can be found with voluntary or community organisations. In recent years the council has attracted a large number of people to register as volunteers.

We believe that active people and good citizens have the power to transform areas and communities for the better. We know that under austerity this seems forever harder, but we are committed to supporting civic society to win the funding it needs, provide local solutions to local problems, and create lasting change.

Priorities for Stronger Communities

These values are integral to the priorities we have set for the next 4 years. What follows is an overview of what we see as each of the priorities.

1. Tackling poverty

Low incomes, poverty and deprivation can make it more difficult for people to take part in some parts of community life. There may be activities they simply cannot afford, as well as other obstacles, such as the lack of a bank account, insufficient free time, and poor health and wellbeing (which is higher in more deprived areas). Though there are pockets of deprivation in various parts of Brent, it is concentrated in the south of the borough and social housing estates, including Church End, Harlesden, Stonebridge, South Kilburn, Chalkhill and St Raphaels. One in four children live in poverty, and we know that specific ethnic groups are particularly marginalised in this respect. You told us that tackling poverty was really important to you in making communities stronger. It will therefore form a cornerstone of our work going forward.

This priority is vital to our values of **respect and tolerance for people, equality, protecting the most vulnerable, active citizenship and participation and equality.**

2. Tackling extremism

Brent will work as closely as we can with the local community and civil society to stop people being drawn into violent extremism. Those with extreme views may not carry out, nor support, violence to advance them, but there are certainly examples in which

extremist and supremacist organisations which are non-violent have influenced people towards more violent activity. We have a moral duty to protect potential victims of violence both locally and further afield. We recognise that those who carry out politically violent acts are often victims of radicalisers and recruiters, and that with anti-radicalisation policies the risk of stigmatisation can be all too real. The topic is undoubtedly complex.

Our aim is to keep people safe from violence and exploitation, sensitively, in partnership with the local community, with opportunities for people's voices to be heard.

Extremist messages are less likely to find support where communities are cohesive and integrated, with a strong sense of common ground and shared values.

The ability to participate and social mobility are also vital, as is ensuring that vulnerable individuals are protected from grooming and manipulation. For this reason, it is absolutely vital that we work together, engaging with key communities and relevant institutions, to ensure that we instil all five of our values: active citizenship and participation; respect and tolerance for people; equality; protecting the most vulnerable; and pride in our area - loving where we live. We have previously engaged with the community on this as part of our "Time to Talk" series.

3. Engaging new and emerging communities

The council is keen to engage with new and emerging communities and has undertaken work in this area.

Representatives of these communities have expressed to the council some of the challenges that they face, including barriers to accessing information on key services and democratic processes (such as nationality and citizenship services, welfare and benefits, voting and registration). Other factors include better access to English classes and for community spaces which they can use for activities and events.

Britain's expected exit from the European Union also creates uncertainty and concern about the future amongst communities originating from EU countries. Brent has the second highest estimated number of European residents in London comprising a fifth (22%) of its whole population. Since the Brexit vote, the government has introduced the EU settlement scheme.

Engaging new and emerging communities is therefore crucial to our values of **active citizenship and participation**, as well as **respect and tolerance for people**, and **pride in our area – loving where we live**. This was recognised by the council in 2016, when it established a working group to look at the socio-economic barriers and challenges experienced by eastern European communities living in Brent. Following that group's findings, the council has carried out and is continuing engagement and information-sharing activities and materials with these communities, as well as supporting voluntary and community organisations to develop the skills needed to work with them. We are developing a better sense of these communities' needs, and an ongoing relationship with them. This work is in line with the overall Mayor's approach.

The council has recently been awarded a grant from central government to extend this work through drop-in sessions, community volunteers and hosting cross-cultural community events celebrating eastern European and Latin American communities. We will also be extending the existing provision of English language courses, and provide new arrivals with a 'Welcome to Brent' leaflet to help them find useful services.

4. Tackling underachievement

Most of Brent's ethnic groups which are large enough to report on, perform well compared to either the same group nationally or the national averages for all pupils. In 2017, the attainment of Black African, Asian Pakistani and White British pupils was above both the national averages for these groups and the national average for all pupils at Key Stage 2. White Eastern Europeans and the small group of Gypsy Roma pupils were above the national average for their groups. This success was repeated at Key Stage 4 for Asian Pakistani and White British pupils, who also performed above the national averages for their respective groups and for all pupils. Most of the larger groups on which we report (including the Somali group) made more progress at secondary school than the national average for all students, as did pupils with EAL.

However, Black Caribbean and mixed white/Black Caribbean boys are not performing as well as their peers. In Brent, their attainment was 12.2 percentage points below the Brent average for all pupils at Key Stage 2 in 2017, a larger gap than is the case nationally for this group. This gap is already evident at the Early Years Foundation Stage, the first statutory assessment of children at age five. At Key Stage 4, the attainment of Black Caribbean boys is lagging behind the national averages for those groups. Black Caribbean boys is the only Brent group on which we report to make less progress than all students nationally.

If we are to achieve our value of equality for all communities, we must address the gap in attainment and the impact on their qualifications, aspirations and life chances. The performance of Black Caribbean boys is a key priority in the 2017-2020 Strategic Framework for School Effectiveness. In June 2018, Strategic School Effectiveness Partnership Board chaired by the Strategic Director, Children and Young People agreed a set of proposals made in a report to the Schools Forum. The Schools Forum approved funding for a Black Caribbean boys achievement project for the next two years. However, this is only part of what needs to be done given the longstanding complexity of this issue beginning pre-school in early years.

This priority is vital to our values of **respect and tolerance for people, equality, protecting the most vulnerable, active citizenship and participation and equality.**

5. Promoting gender equality

Whilst British society has seen great progress in equality for women and opportunities for them to lead over the last century, they continue to face higher barriers than men. For example, Annual Population Surveys show that women in general have higher

economic inactivity rates than men, which acts as an obstacle to them contributing to their communities, and realising their own potential.

Nationally, as revealed in the gender pay reporting for companies and public bodies with over 250 employees (as of 5th April 2018), 78% of employers pay women less than men on average. Women are more likely to hold lower paid jobs, are not getting equal opportunities to top paid jobs or are more likely to take a career break for child or family caring duties. While the gap varies across sectors, none pays women better than men on average; women are underrepresented in top paid jobs in 82% of companies.

Brent is home to many different ethnic communities, and we must try to ensure that the same opportunities are available to women across the borough. The Integrated Communities Strategy Green Paper showed that nationwide, markedly more women than men from a wide range of communities (including Indian, Pakistani, Bangladeshi, Chinese or Other Asian, African, Arab or Other Ethnic Group, and Other backgrounds) cannot speak English well or at all.¹ The Integrated Communities Strategy Green Paper demonstrates that those with low proficiency in English are less likely to be in employment or economically active than those proficient in English language.² The Annual Population Survey shows that economic inactivity is highest amongst Pakistani and Bangladeshi Muslim women (at 59%, more than double the levels for men from the same communities, for women overall, and for the overall population). In addition, our Outcomes Based Review on employment identified increasing women's access to the labour market as a priority for Brent, and this is a crucial way to ensure the integration of women from all cultures. We will continue to engage and identify reasons for not working and will aim to specifically address these.

We also recognise the importance of seeking to identify and support women who are at risk of marginalisation as well as establishing "safe spaces" for women to engage.

This priority is vital to our values of **active citizenship and participation** and **equality**. We have already identified the merit in exploring women-only events and forums for those women who do not feel comfortable engaging in the presence of men, and will work with the voluntary and community sector to continue to do this, building on events such as those held weekly at the Pakistani Community Centre. We will continue to work with organisations such as the Asian Women's Resource Centre as well as taking leadership from the communities themselves in addressing these problems.

What we have achieved so far

¹

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/696993/Integrated_Communities_Strategy.pdf, P36

² Ibid

Whilst it is important that we are clear about what we are planning for the future it is also important that we acknowledge the work we have done to date. This has included:

- A campaign for the rights of EU nationals living and working in Brent;
- Open days to provide advice and guidance services to eastern European communities, as well as cultural programmes;
- A youth-led “Peace in the Streets” campaign against youth violence;
- Delivering *Tackling Hate Crime* for practitioners in Brent and commissioning work from Coventry University to understand, tackle and deliver support on hate crime;
- A comprehensive signposting campaign, encompassing White Ribbon Day, to increase awareness of voluntary service provision amongst victims and survivors of violence against women and girls;
- A new multi-agency Stronger Communities portal on the Brent Council website to signpost residents to services;
- “Time to talk” events on Stronger Communities, hosted by Harlesden-based radio station The Beat London that gives the opportunity to openly discuss issues that matter to people in Brent.
- Our Outcomes-Based Reviews on employment, gangs, domestic abuse and adolescents on the edge of care; and
- A Time to talk panel focused on Brexit.

The council has other programmes of work which impact upon our priorities for stronger communities, often delivered with partners. Some of these have already been mentioned, such as our plans for the 2020 Borough of Culture with local youth and young adults at the heart of the programme; the Safer Brent Strategy; our Strategic Framework for School Effectiveness; and our continuing work to address challenges for emerging communities, such as eastern European and Latin American groups.

Other relevant areas of work by the council include:

Employment Skills and Enterprise Strategy – this sets out a vision to reduce inequality and raise living standards in Brent through economic growth and employment. One of the strategy’s objectives is a strong focus on addressing inequality by reducing economic and social polarisation within our most deprived neighbourhoods, and amongst those residents who are furthest away from work. This includes particular BAME and migrant communities, people with disabilities, and those with mental health issues. Services are working closely to identify the core barriers to work and develop appropriate solutions, including seeking additional resources through external funding where possible.

Equality Strategy – this commits the council to setting an example of good practice in equality, diversity and human rights. This includes developing our understanding of

the changing identities and needs of our local communities, finding ways to engage them, fostering good relations, and ensuring that local services are responsive to different needs and treat users with dignity and respect. As part of this, the council has examined, for example, how to address disproportionate levels of overcrowding affecting ethnic minority groups living in Brent, such as Somali, Bangladeshi, Black African and White other groups.

Review of ESOL English language provision across the borough – this will allow us to better understand existing supply, make provision for longer term anticipated demand, and make sure those most in need receive the support necessary.

Delivery of this Strategy

The commitments attached detail our future focus. The focus is on strong and cohesive communities that foster a sense of belonging – to a place, to a group or to a community. When people feel they have a say in their community, they are more likely to get on well together, which can also help them to feel safer and more secure in their surroundings. Strong and cohesive communities can also act as a deterrent against anti-social behaviour, hate crimes, gang activity and violent extremism.

Monitoring and Review

It is important that the people of Brent can see what progress we are making in this important area. Therefore delivery against the commitments will be reviewed on annual basis and a progress report published.

Appendix 2

Stronger Communities Strategy Commitments

Tackling poverty

- We will ensure that residents have all the information they require about the roll out of Universal Credit and in particular the transition from existing benefits to Universal Credit. We will do this through social media, local events and our work with partners.
- We will provide adult education provision to over 2,000 residents per annum, delivered by Brent Start. Including a range of basic skills and progression courses in the community, such as ESOL, English, Maths, Digital Skills, employability skills linked to jobs, health and wellbeing courses, and vocational courses such as childcare and early years.
- We will support over 2,000 people into employment. This will principally be achieved through the Brent Works jobs and apprenticeship brokerage, the employment team operating from community Hubs (where different organisations come together in one place to deliver services in a local area), and the Work and Health Programme delivered by the Shaw Trust. Projects are also being commissioned to specifically prevent offending and re-offending, to help young people to access creative and tech industry careers, and also to support young black men into work.
- We will build on our localised approach through the roll-out of HUBs across the borough.
- We will promote employment support and skills provision, including increasing the take-up of apprenticeships and the provision of digital skills.

Tackling extremism

- We will continue an approach of regular public discussions around violent extremism and its effects in the borough, and work to make sure that both the Council and the government are as accountable as possible. In addition to this existing work, we will introduce a series of outreach meetings with interested faith and cultural community groups to allow the community to ask questions and make suggestions about tackling radicalisation with violent extremism, as an expansion to our “Time to Talk” series.

Engaging new and emerging communities

- We will further develop the 'Stronger Communities' online portal, which will encourage and support Brent residents to work with their neighbours to identify and find solutions to local problems, confidently work with institutions to report threats and create a sense of belonging for new members of their community.
- We will deliver further events in the 'Time to Talk' series, to enable local residents to share concerns and pose questions to expert witnesses and elected members on issues that impact on good community relations in Brent.
- We will deliver activities and events focused on Brexit with the aim of informing and supporting our communities.
- We will continue to refine our hate crime portal and provide a greater range of accessible materials for those affected by disability hate crime.
- We will develop a fast response approach to local hate crime aimed at providing information, managing community concerns, and politically opposing attempts to divide people in the borough by their background and status.
- We will review the Armed Forces Covenant and its implementation in the Borough to help us be sure that veterans are being integrated and supported well.
- We will deepen the borough's work in the Brent multi-faith forum by encouraging more faiths groups to be more strongly involved and by working in support of the Brent Faith Covenant. In addition, we will investigate the creation of a Brent Communities Forum along similar lines, to encourage similar dialogue between other interest groups in the borough such as those based around nationality.
- We will review how places of worship are used by different denominations, genders and generations, to inform our work with faith-based groups.

Tackling underachievement


- We will monitor and challenge the progress and impact of the school based black Caribbean boys achievement project.
- We will develop Family Hubs.
- We will monitor the take up of early year's education by specific underachieving groups and develop plans to address any issues.
- We will work with the Young Brent Foundation to develop effective youth provision to support improving outcomes.

- We will support schools in developing online resources for parents on strengthening their role and contribution to improving their children's learning and progress. These will provide links to opportunities for accreditation, face-to-face advice and workshops. The resources will draw on the experience and expertise of local community groups.

Promoting gender equality

- Working with our Community Protection team, we will develop a public charter for the safety of women within the borough, outlining what they can expect from us and how women can best be protected from and supported through exploitation, sexual violence and domestic abuse.
- Using existing data sources we will audit the social and economic wellbeing of women in the borough and make recommendations in support of greater gender equality.
- Working with partners, we will explore the provision of "safe spaces" for women to engage.
- We will seek to identify and support women in Brent at risk of marginalisation.
- Working with the voluntary and community sector we will continue to explore women-only events and forums for those women who do not feel comfortable engaging in the presence of men.
- We will continue to work with our staff networks in supporting activities and events, for example the LGBT network.

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	Cabinet 10 December 2018
	Report from the Director of Performance, Policy & Partnerships
Complaints Annual Report 2017 – 2018	

Wards Affected:	All
Key or Non-Key Decision:	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:	Three: <ul style="list-style-type: none"> Appendix A – Adults Complaints Annual Report 2017/18 Appendix B – Children’s Complaints Annual Report 2017/18 Appendix C – 2017/18 Complaints Root Cause Summary & Improvement Actions by Department
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Peter Gadsdon Director - Performance, Policy and Partnerships 020 8937 1400 Peter.Gadsdon@brent.gov.uk Irene Bremang Head of Performance & Improvement Irene.Bremang@brent.gov.uk 020 8937 1822

1.0 Purpose of the Report

- 1.1 This annual report sets out complaints performance in Brent for the period April 2017 to March 2018 and focuses on the nature of complaints and the learning and improvements from complaints and Ombudsmen cases.
- 1.2 Complaints concerning the Adult Social Care and Children and Young People departments come under separate statutory complaint procedures and separate summary reports have been provided in **Appendices A and B** respectively.

- 1.3 A summary of the root cause of complaints and improvement actions by council departments in 2017/18 is provided in **Appendix C**.
- 1.4 The key headlines from complaints performance in 2017/18 are as follows:
- All Stage 1 complaints volume (corporate & statutory – 1,614 cases) has decreased by 4% (↓)
 - All Stage 2 complaints volume (corporate & statutory – 220 cases) has decreased by 8% (↓)
 - There were 21 LGO cases upheld against Brent in 2017/18, compared with 17 cases in 2016/17 (↑)
 - The total amount of compensation paid by Brent (c£73.8k) decreased by 5% (↓)
 - The total number of cases awarded compensation (135 cases) decreased by 34% (↓)
 - The top 3 root causes of complaints in Brent were customer care (17%), repairs (8%) and parking enforcement (6%).

2.0 Recommendation(s)

- 2.1 Cabinet is asked to note Brent's performance in managing and resolving complaints.
- 2.2 Cabinet is asked to review progress in 2017/18 with the eight agreed recommendations from previous annual report in 2016/17. This has been developed into a Complaints Service Team Action Plan and the team will continue to focus on the following areas in the year ahead:
- Ongoing monitoring of corrective actions to help ensure we keep our promises to put things right
 - Monitoring of the root cause of complaints and supporting service areas to improve complaints hotspots
 - Improving the quality of complaints handling through training, quality checks and support to service areas.

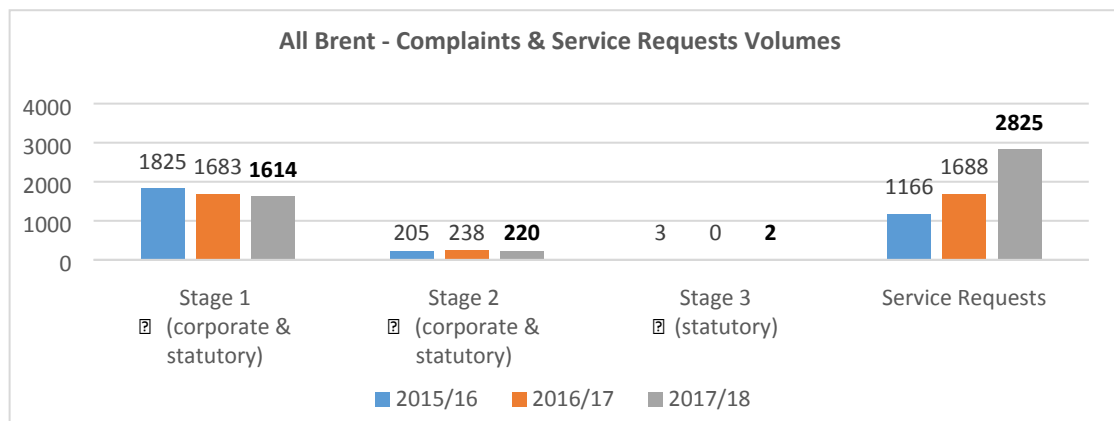
3.0 Detail

- 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.
- 3.2 The complaints data and information provided in this report is based on information recorded on iCasework, the Council's complaints system, and includes housing management services (HMS). The housing management data is a composite of Brent Housing Partnership and HMS as the service was brought in house during 2017/18.

Volume of Complaints

3.3 The chart below shows the volume of corporate and statutory complaints received at Stage 1, Stage 2 and Stage 3 over the past 3 years. The key points to note are that:

- Brent received **1,614 Stage 1 complaints** (corporate and statutory) in 2017/18, this was a **4% decrease** from 2016/17 and a 12% decrease from 2015/16.
- **Stage 2 complaints** (corporate & statutory) **decreased by 8%** in 2017/18 compared with 2016/17, but increased by 7% compared with 2015/16. There were 220 Stage 2 complaints received in 2017/18.
- **A higher proportion of cases have been escalated to Stage 2** in Brent. In 2015/16, 1 in 9 cases was escalated to Stage 2, compared with 1 in 7 cases in 2016/17 and 2017/18.



Root Cause of Complaints

3.4 Departmental analysis of the root causes of complaints in 2017/18 and improvement actions is provided in Appendix C.

3.5 Overall, the **top 3 specific root causes of complaints** in Brent were **customer care (17%), repairs (8%) and parking enforcement (6%)**:

- Most of the customer care complaints were in housing management services but this was not a major theme in other departments across the Council. The Housing Management Service has introduced a range of measures to address staff-related complaints including tailored training and improved management oversight of staff performance.
- Housing Management Property Services have introduced an improvement plan to improve service delivery and an access policy regarding access to fix leaks in neighbouring properties.
- The Parking Service regularly reviews its Enforcement plan and puts in place targeted enforcement to address hotspots.

Local Government & Social Care Ombudsman (LGO) Decisions and Learning Points

LGO Volumes & Outcomes

- 3.6 The LGO received 168 enquiries and complaints against Brent Council in 2017/18, this was unchanged from the previous year and was an 8% decrease from 2015/16.
- 3.7 The LGO reviewed 162 cases during 2017/18 of which 33 cases were fully investigated; 21 cases were upheld and 12 cases were not upheld against the Council. The table below shows a 3-year comparison of LGO outcomes of Brent Council cases:

Year	LGO Outcomes						
	Not upheld	Upheld	Advice given	Referred back for local resolution	Invalid or incomplete	Closed after initial enquiries	Total
2015 - 2016	10	26	11	92	7	49	195
2016 - 2017	8	17	5	84	4	43	161
2017 - 2018	12	21	5	77	6	41	162

- 3.8 2017/18 comparison of all 33 London boroughs showed that Brent had:
- the 7th highest number of referrals to the LGO
 - the joint 10th highest number of LGO upheld cases across London in 2017/18.
 - The 17th highest LGO upheld rate in 2017/18.

LGO Upheld Cases

- 3.9 There were 21 cases upheld against Brent in 2017/18 in the following services:
- Housing (Housing Needs) – 7
 - Housing (Private Housing Services) - 2
 - Adult Care Services – 5
 - Benefits & Council Tax – 3
 - Concessionary Travel – 2
 - Education & Children Services – 2
- 3.10 In most of these upheld cases the complainant or their family member was a vulnerable person and the LGO prescribed specific remedies according to individual needs. Additionally the LGO recommended reviews or reconsiderations of our policies, practices and communication/interactions with (vulnerable) service users.

Learning & Improvements from LGO Upheld Cases

- 3.11 In Housing Needs, the seven upheld cases concerned the suitability of temporary accommodation and assessment of eligibility. The LGO awarded compensation totalling £10k in 5 out of the 7 upheld cases and the Council had previously awarded compensation of just over £5k across the 7 cases. The increased levels of LGO compensation reflects the impact on the families placed in temporary accommodation. As a result of the LGO's decisions the individual cases were reviewed and reassessed as required. The service area also reviewed its policies in light of the LGO's decisions and new homelessness legislation. Staff members have received feedback on the learning points from the LGO complaints as well as further guidance on policies and legislation.
- 3.12 The two upheld cases in Private Housing Services involved communication and documentation with two separate landlords. The LGO awarded £50 compensation in one case where the Council had not awarded compensation and in the other case the LGO was satisfied with the Council's £350 compensation amount. The errors made in these two separate cases were rectified and the service regularly monitors feedback from Customer Satisfaction surveys to help improve service delivery.
- 3.13 The remedies prescribed in the five upheld ASC cases focussed on the need to review assessments in individual cases and to apologise for the distress caused to service users. Compensation of £13k was awarded in only 1 of the 5 upheld ASC cases. Although this is recorded as LGO compensation, this was the reimbursement of care costs and solicitors fees already agreed by the Council and was noted in the LGO decision letter. Corrective actions were implemented in each case as prescribed by the LGO and the learning points were reviewed and discussed with staff and managers. There were no underlying systemic issues highlighted in these LGO cases.
- 3.14 Five cases were upheld in the Benefits & CTax and Concessionary Travel categories. The main issues were delays in correctly processing benefit claims and Blue Badge applications. £200 compensation was awarded by the LGO in one of these cases and the Council had paid £115 compensation in one of the other cases. The learning points from these cases were discussed with individual staff members and teams. There was a backlog of work in the Blue Badges team during the year. A new team manager has been appointed and the team was working to clear the backlog by the end of October 2018.
- 3.15 The two cases upheld in Children Services were about school places and alterations to the home of a family with a vulnerable child. Improvements were recommended, however compensation was not awarded by the LGO in either of these cases. The service area took remedial action to address the individual issues in these two cases.

Housing Ombudsman (HO) Decision & Learning Points

- 3.16 The Housing Ombudsman does not provide annual reports and data in the same way the Local Government and Social Care Ombudsman (LGO) does. The data provided in the table below on HO cases is taken from the information recorded on Brent's complaints system. It should also be noted that the HO

has been clearing a backlog of cases and therefore there has been an increase in the number of cases decided during 2017/18.

Year	Total Cases Decided	Upheld	Not Upheld
2015 - 2016	21	1	20
2016 - 2017	13	5	8
2017 - 2018	20	6	14

3.17 There were six cases upheld by the Housing Ombudsman in 2017/18 for the following reasons:

- 2 cases about the quality of repairs - Brent awarded £800 in compensation and the HO awarded a further £1,100.
- 2 cases about leaks and repairs – Brent awarded £650 in compensation and the HO awarded a further £2,692.
- 1 case about the cost and quality of major works – Brent awarded £400 in compensation and the HO awarded £400 in addition to this.
- 1 case about noise nuisance and odours – Brent awarded £250 in compensation and the HO also awarded £250.

3.18 Appendix C summarises the improvement action being taken by Housing Management – Property Services in addressing these issues and other causes of complaints.

Compensation

3.19 The table below shows compensation paid at all stages including Ombudsmen cases for corporate and statutory cases in Brent. In 2017/18, the total amount of compensation paid by Brent decreased by 5% and the total number of cases awarded compensation also decreased by 34% compared with 2016/17.

Year	Brent - Compensation	
	No. of Cases	Total Compensation
2015-16	170	£62,765
2016-17	204	£77,602
2017-18	135	£73,794

Complaints Outcomes

3.20 The table below shows the proportion of corporate and statutory complaints upheld/partly upheld at the first and second stage. There has been a small increase in the percentage of Stage 2 corporate complaints upheld/partly upheld in 2017/18. The upheld/partly upheld rate has fallen for the other types of complaints.

Year	Brent - % of Cases Upheld or Partly Upheld			
	Stage 1 - Corporate	Stage 1 - Statutory	Stage 2 - Corporate	Stage 2 - Statutory
2015-16	40%	54%	43%	75%
2016-17	54%	49%	38%	61%
2017-18	50%	39%	40%	48%

Timeliness of Complaints

- 3.21 The timeliness of complaints is shown in the table below. Stage 2 Statutory complaints performance has improved year on year. However, performance has dipped on first stage complaints and Stage 2 corporate complaints. The Complaints Service team is continuing to work with departments to improve complaints performance.

Year	Brent - % of Cases Closed on Time			
	Stage 1 - Corporate	Stage 1 - Statutory	Stage 2 - Corporate	Stage 2 - Statutory
2015-16	88%	82%	88%	29%
2016-17	95%	89%	82%	52%
2017-18	90%	88%	81%	59%

Improvements Resulting from Complaint Investigations

- 3.22 Service-specific improvements resulting from the learning from complaints have been highlighted in Appendix C.
- 3.23 Cabinet agreed 8 recommendations in the 2016/17 Annual Complaints report which was developed into an action plan by the Complaints Service team. A progress update is provided below on the 8 recommendations

Recommendation/Action	Progress
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"> Quarterly hotspots report introduced and discussed with the Corporate Management Team (CMT), departmental management teams (DMTs) and shared with senior managers The Complaints Service team have focussed on supporting HMS with improving service delivery based on identified complaints hotspots.

Recommendation/Action	Progress
<p>2. Develop a tailored training plan on communication and staff behaviours to be implemented for priority service areas across the Council.</p>	<ul style="list-style-type: none"> Hotspots analysis showed that HMS had received a significant amount of complaints regarding communication and staff behaviours. Other areas across the Council had low levels of this type of complaints. HMS have introduced a number of measures to address staff and communication issues including: further analysis of customer care complaints to identify and address patterns; the rollout of Mary Guber customer service and feedback on learning points given to individuals and teams. Other service areas have discussed the learning points from complaints with staff members and team meetings.
<p>3. Support new Housing Management Service during the redesign of the repairs process in order to feed in the lessons learned from complaints.</p>	<ul style="list-style-type: none"> Redesign of repairs process was part of the wider Housing Transformation Programme. The Complaints Service team have also provided training and guidance to HMS staff and managers on effective complaints handling. Action closed
<p>4. Review LGO referrals and identify any future opportunities for early resolution and to help minimise premature LGO referrals.</p>	<ul style="list-style-type: none"> The Complaints Service team proactively works with complainants to minimise complaints being escalated to the Council's final review stage and to the Ombudsman stage. However, there are cases where the complainant chooses to bypass the Council's complaints process and lodges a complaint directly with the Ombudsman.
<p>5. Review our internal approach to complaint decisions, corrective actions and compensation in light of LGO outcomes in 2016/17</p>	<ul style="list-style-type: none"> All LGO upheld cases were reviewed by the Complaints Service team to identify learning points and service areas put in place the appropriate remedial actions.
<p>6. Continue to improve internal processes and working arrangements with service managers to increase the timeliness of Stage 2 responses</p>	<ul style="list-style-type: none"> Weekly open case tracker sent to staff and managers and reminders sent by the Chief Executive and Complaints Service team to maintain the focus on timescales.
<p>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.</p>	<ul style="list-style-type: none"> Complaints Service team has been working closely with the HMS senior management team and staff to introduce improved complaints handling processes within the directorate. Regular feedback is provided on live issues and practical solutions agreed.

Recommendation/Action	Progress
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"> Corrective Actions Tracker sent to relevant staff twice a month. Although completion of corrective actions has improved to some extent, this still needs ongoing attention to ensure that we can keep our promises as a council and follow through on remedial actions completely and in a timely manner.

Compliments

- 3.24 There were 126 compliments for Brent Council departments recorded on iCasework in 2017/18 compared with 22 compliments logged in 2016/17. Although this is a significant improvement from the previous year, there is still an under-recording of compliments on the system and staff are reminded to record this information on iCasework to give a more balanced picture of complaints as well as compliments.

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 None

8.0 Human Resources/Property Implications (if appropriate)

- 8.1 None

Report sign off:

PETER GADSDON

Director of Performance, Policy & Partnerships

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Complaints Annual Report 2017 – 2018

Appendix A – Adult Social Care Complaints

1. Summary

- 1.1 This report provides an overview of complaints made about Adult Social Care (ASC) during 2017 – 2018 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.

2. Statutory Complaints Process

- 2.1 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”.
- 2.2 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.
- 2.3 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.
- 2.4 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. 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 Local Government & Social Care Ombudsman (LGO) should the complainant remain dissatisfied.

3. Corporate Complaints Process

- 3.1 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

4. Headlines

- 4.1 The main headlines from ASC complaints performance are:
- 97 complaints received at the initial stage in 2017/18 (exactly the same as the previous year) - 68 Statutory and 29 Corporate cases
 - Highest volume service areas for first stage complaints – Complex Care 42%, Urgent Care 28%, and Commissioning, Contracting & Market Management 22%
 - 45% of Stage 1 cases were upheld or partly upheld.
 - 95% of Stage 1 complaints were responded on time, year on year improvement

5. ASC Service Users

- 5.1 To be able to put some context to the complaints, ASC received 3,607 contacts from individuals with at least one contact through Brent Customer Service (BCS) or the Duty Team. ASC assessed 2,625 service users for Homecare Services and 1,010 assessed for Residential / Nursing Services. There were 2,166 individuals who received section 5 hospital discharge assessments. This means that **2.7% of ASC service users or someone acting on their behalf raised a complaint** about a service that they had received in 2017-18.

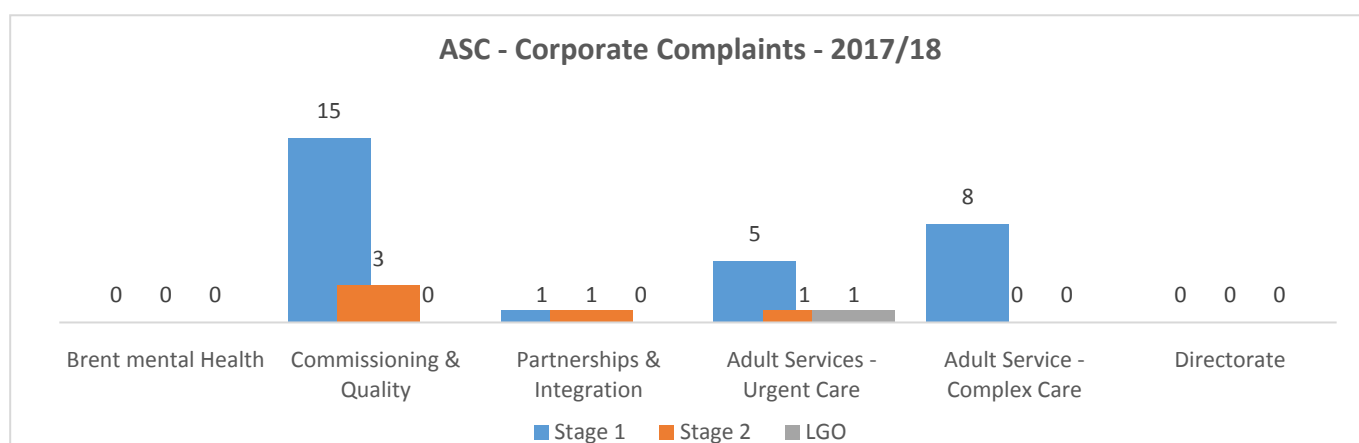
6. Complaints Received

- 6.1 **ASC received 68 Statutory Complaints and 29 Corporate Complaints, a total of 97 complaints.** There has been a decrease in statutory complaints of 18%; these are complaints that centre around the Care Act and more than likely to relate to a service users care needs assessment or provision of social care needs. However, this has been offset by a 100% increase in corporate complaints. On reviewing these complaints there are no particular patterns or themes, the complaints ranged from invoicing, supported living, phones and homecare companies. The total number of complaints remained exactly the same as 2016/17. Alterations in the staffing structure of ASC may have impacted on complaints being assigned to the correct teams. On reflection the complaint levels remain well below the levels of complaints when the new ASC complaint procedure was introduced in 2010.
- **Complex Care:** received 42% of the complaints made to ASC which is 2% down compared to last year. This team handles the more complex support cases and annual reviews and have to manage the realistic expectations of 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

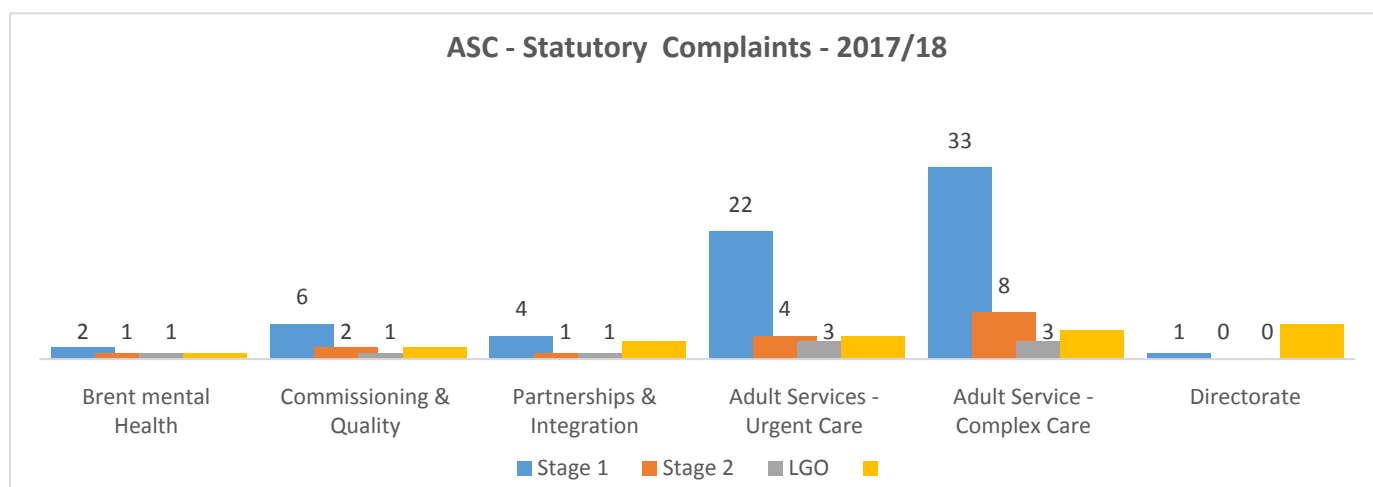
service user reside at home with homecare support; do they need to be placed in a residential care home or live in extra sheltered accommodation? The service user may have an expectation that the Council will provide 24 hour homecare. The Council also has to consider value for money, as well as the needs of the service user when providing services. These are complex and sensitive matters and can lead to disputes.

- Commissioning Contracting and Market Management:** this team manage the residential nursing home contracts, homecare providers and supported living. There is a perception that the Council receives a lot of complaints about its home care providers however this is not borne out in the statistics. There were 21 cases received (22%). The Council does a lot of work with our providers at the first point of contact to resolve any problems. 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. In the coming year the Complaint Service team will work with the Commissioning team to quantify the work being completed to resolve such complaints. A number of complaints were also received around supported living accommodation and the move on to further accommodation
- Urgent Care:** this includes the Reablement team, Safeguarding team and Hospital Discharge team and accounted for 28% of complaints for ASC, which is down on 2016/17. The complaints centred on the Safeguarding team and Hospital Discharge team. Issues for the Safeguarding team related 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 expectations of their families after the service user has been discharged from hospital.

6.2 The chart below shows the number of ASC corporate complaints received in 2017/18. Of the 29 corporate complaints, 5 were escalated to the final stage.

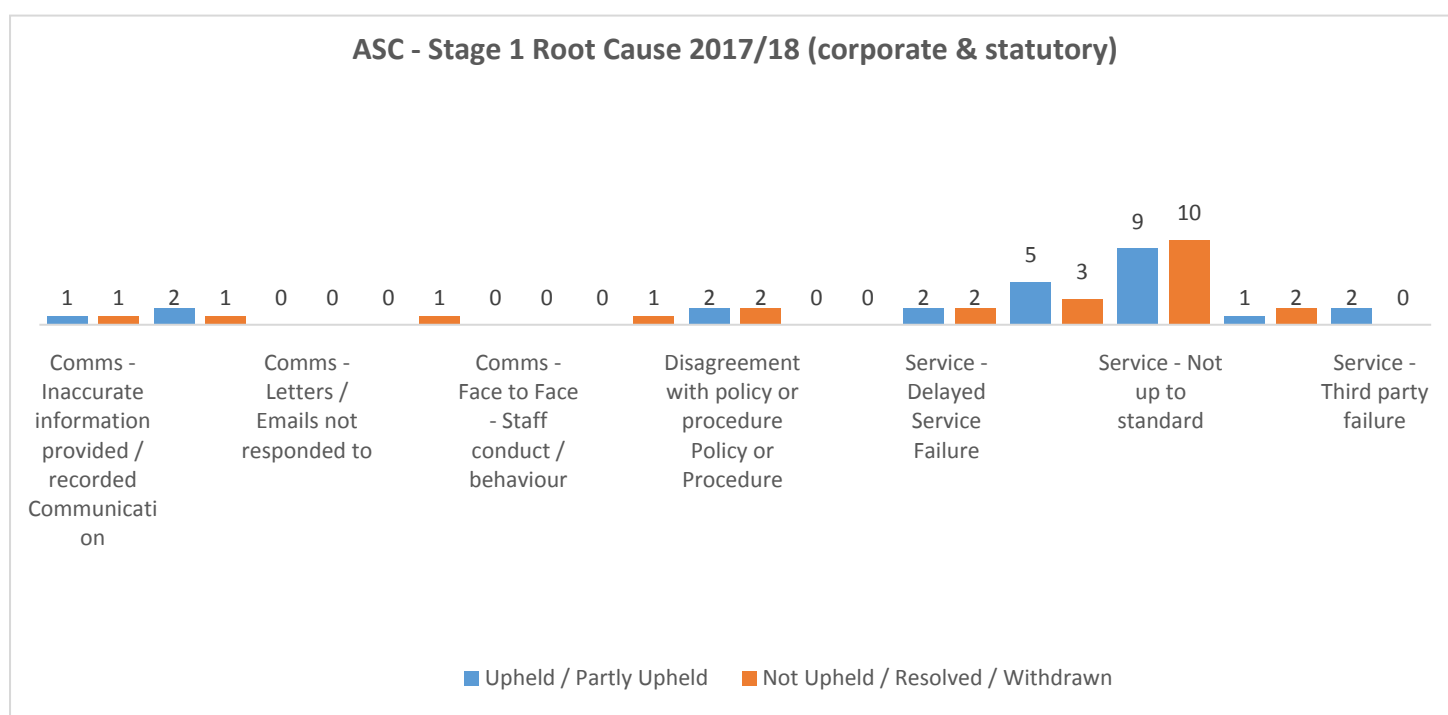


- 6.3 The chart below shows the number of ASC statutory complaints received in 2017/18. Of the 68 statutory complaints received, 16 were escalated and were reviewed at the final stage which is comparable with last year



- 6.4 In total there is a 22% escalation rate as compared to 19% in 2016/17. This figure is slightly higher than expected, but does show that our service users are confident in using the complaints process. Outcomes from these cases are discussed later in the report. ASC does actively try to resolve problems or concerns, however this can only be in relation to our policies and procedures. The Complaint Service team continue to work with the Operational Director and her team in ensuring complaints are proactively responded to. The Complaint Service team held regular training sessions for ASC managers and staff throughout the year and also regularly attended management meetings to present complaint data and hotspots.

7. Nature / Reasons for Complaints



7.1 Complaints about service failure accounted for three quarters of the complaints received (36 out of 47 cases). Of these 36 cases, 40% complained that the service received was not up to standard and in just under half of these some fault was found. The cases that were upheld were across all the teams in ASC and the reasons for cases being upheld ranged from: identifying that a client was on section 117 mental health funding; delay in arranging a Direct Payment; increasing a care package; and not contacting the family when an assessor visited the user. The overriding theme is that communication with the service user and family is key. A number of complaints have highlighted that failure to communicate early, increases the service user's frustration and leads to complaints about the underlying problems. Examples of this are delays in assessments, direct payment applications being processed and choice of care home for a client discharged from hospital.

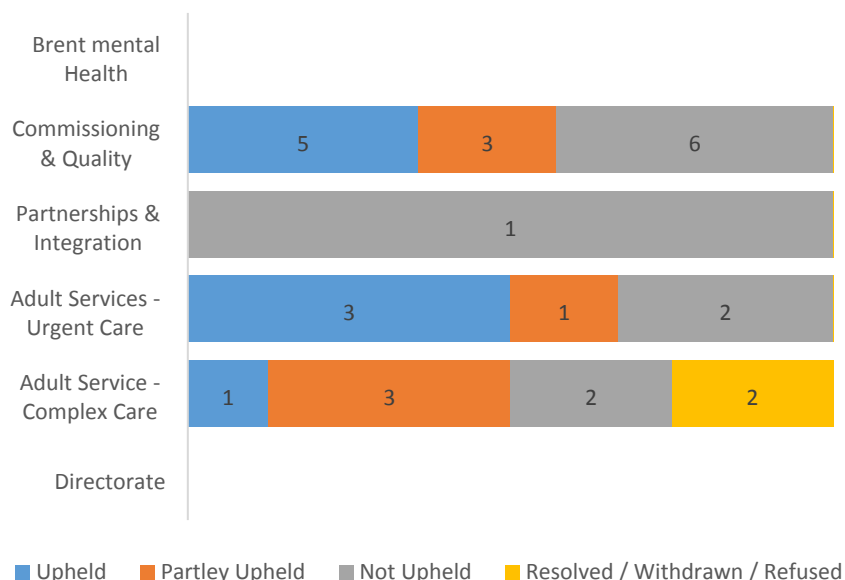
7.2 Other examples of the types of issues that lead to complaints are listed below:-

- **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.

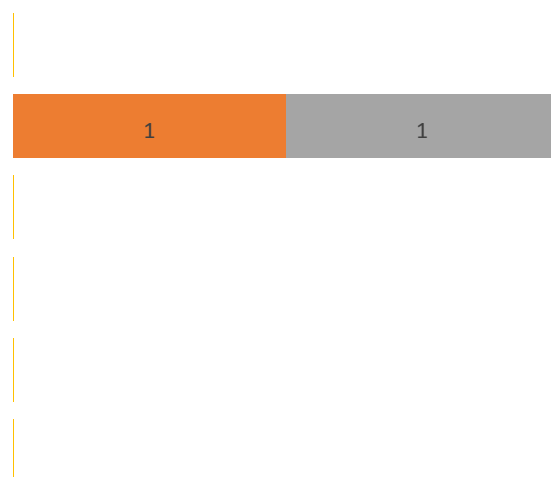
8. Complaint Outcomes

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

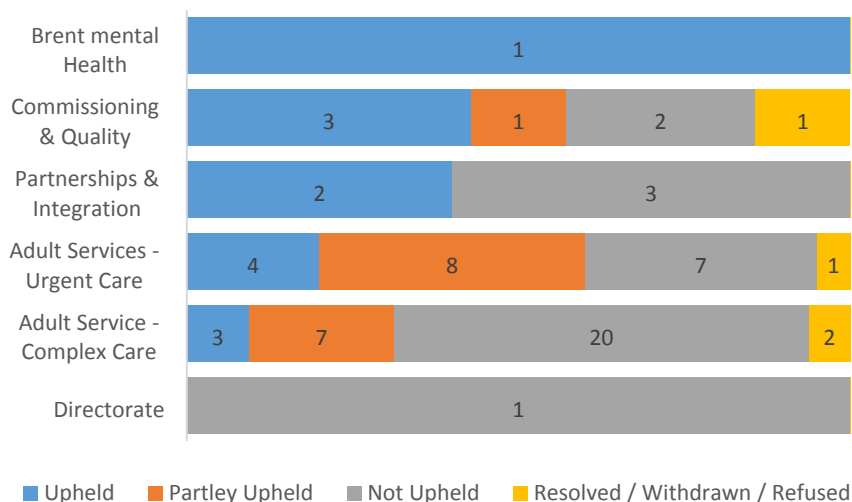
ASC - Corporate Stage 1 Outcomes - 2017/18



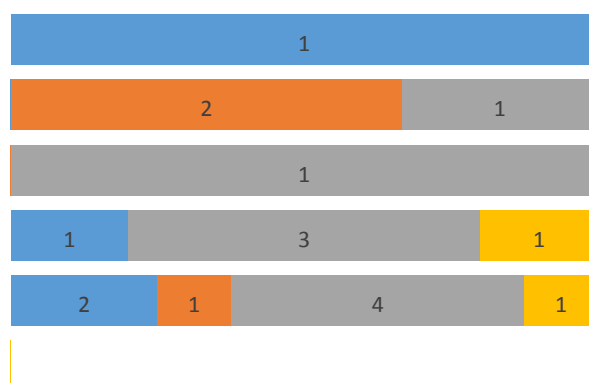
ASC - Corporate Stage 2 Outcomes - 2017/18



ASC - Statutory Complaint Stage 1 Outcomes - 2017/18



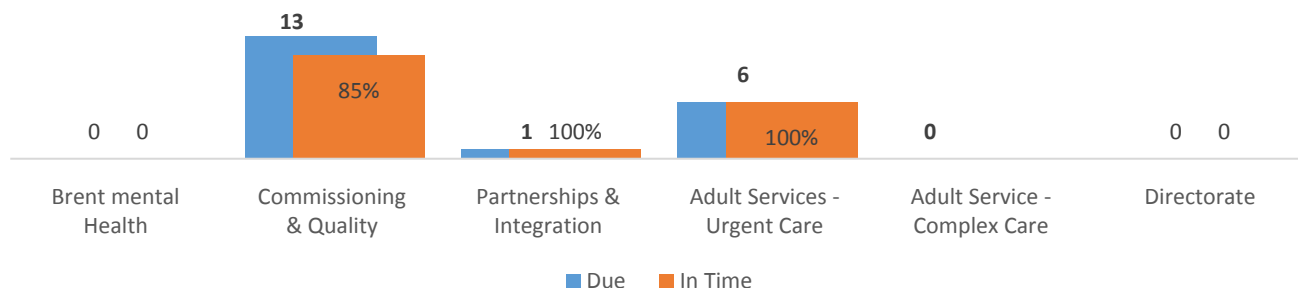
ASC - Statutory Complaint Stage 2 Outcomes - 2017/18



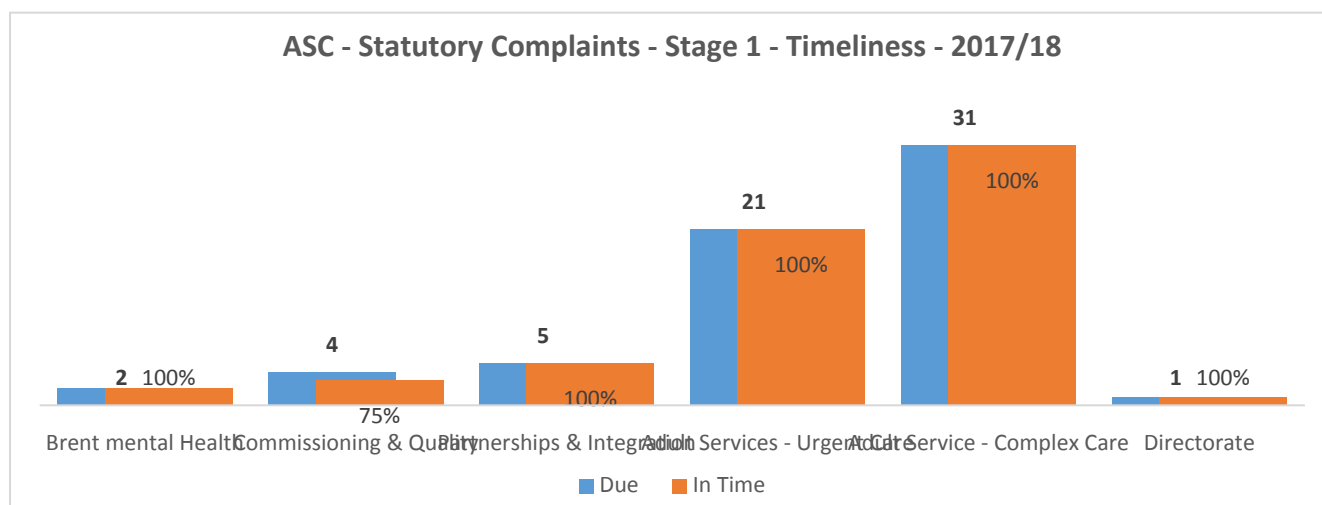
- 8.2 Complaints received for both Corporate and Statutory at the first/provisional stage shows that some fault (upheld or partly held) by the Council was found in 45% of cases. This compares to 48% in 2016/17.
- 8.3 At the final review stage some fault has been found in 42% of cases, which is down from 55% in the previous year 2016/17. This shows that although the escalation rate from the initial stage has risen, the Complaint Service team is finding fewer faults. Generally service users use the complaint process to protect their services.
- 8.4 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 is complex and service users and their families will sometimes proceed through the complaint process and escalate to the final stage.

9. Timeliness of Responses

ASC - Corporate Complaints - Stage 1 - Timeliness - 2017/18



- 9.1 The chart below shows Stage 1 complaint response times across the various ASC service areas in 2017/18:



- 9.2 ASC responded to 95% of all complaints within timescales as compared to 92% in 2016/17, this was an improvement of 3% points on the preceding year and over the last 3 years performance has improved by 38% 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%.

10. Compensation

- 10.1 ASC paid £13,945 in compensation for the year, which comprised of three cases. However, of this payment, £12,500 was a refund of care charges that the family had paid. The actual compensation accounted for £1,445, which is a reduction on previous years. No compensation payments were made at Stage 1. Two 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.

11. Local Government Ombudsman Decisions in 2017/18

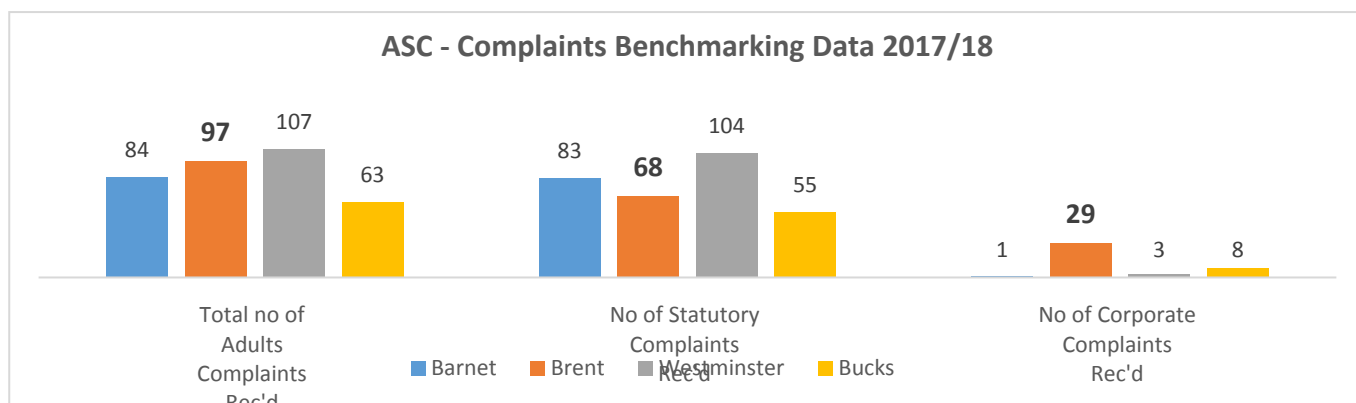
- 11.1 The Local Government Ombudsman reviewed 27 cases for ASC, which is down from 35 cases the previous year. Of the decisions made, 12 cases were referred back to the Council as they had not completed our complaints process. A further 7 cases were closed after initial enquiries with no further action to be taken. Of the remaining 8 cases, no fault was found in one case and fault was found in 7 cases. Of the seven cases in which mal-administration was found two of these concern blue badges which the LGO classify as ASC however these are reported under the Resources department in the council. The remaining cases are detailed as follows:

- **Case 1:** the Council & NHS Trust had failed to provide appropriate services – the client has been difficult to engage with and the trust has completed an assessment on behalf of ASC. However the LGO decided the appropriate services were not provided and we agreed to an apology and a new care assessment.
- **Case 2:** this concerned a safeguarding investigation where a relative had been removed abroad. The Council's investigation had identified some faults in the safeguarding investigation and this was acknowledged with the complainant. The complainant was happy with the Council's investigation, but was not happy that we did not consider her distress. The LGO decided that the Council had not considered her distress and ASC agreed to apologise to the complainant.
- **Case 3:** the Council accepted fault that there had been a delay in assessing a client following their income reducing below the threshold. The complainant had a private Homecare provider and continued to pay until their savings were depleted. ASC agreed to refund all payments to the homecare provider £12,500 and we agreed to apologise and pay compensation of £1,212.
- **Case 4:** this concerned section 117 responsibility under the Mental Health Act. Our client transferred to Kent in 2006 and we transferred the case to Kent Council. However in 2015 they transferred to Bedfordshire, and there were problems obtaining services. Legislation states that the authority that assessed that the client met the criteria for section 117 funding remains the responsible authority until the person is assessed as no longer meeting the criteria. Although we had no contact with the complainant for 10 years the LGO decided we were responsible. The LGO recommended that we pay compensation which we successfully managed to argue against. However the case was still classed as maladministration against Brent.
- **Case 5:** following a hospital discharge, a care package was put in place without appropriate advice that the service user would have to make a contribution to the cost. The council had already cancelled the care package and agreed to apologise and waive the charges.

11.2 The learning points from these complaints were: in the event of long term staff sickness, cases need to be identified and reallocated; and improved liaison with NHS and clients when discharge from hospital occurs.

12. Benchmarking

12.1 Brent Council belongs to the North West London Social Care Complaint managers group. The Council has benchmarked the volume of complaints received against five of our Central and West London neighbours in 2017/18. With regards to statutory complaints we have come second in the table behind Buckinghamshire; an improvement on the previous year. With regards to all complaints we have come third behind Barnet and Buckinghamshire.



13. Customer Feedback and Engagement

- 13.1 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. Through the initial contact the team has managed with ASC managers 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. The team have also made contact with the Brent Carers Association and will be meeting with them shortly. The Complaints Service team has recently attended meetings with Brent Health Watch and various provider and community organisations to introduce themselves and provide advice on the ASC complaint processes.

14. Compliments

- 14.1 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 2017/18, ASC and the Complaints Service team received 25 compliments about ASC. The Complaint Service team still does not capture all the compliments received by the Council and some of these compliments have not been logged on iCasework (complaint database). We are working with ASC to improve the logging of compliments on the system. Three examples of compliments are as follows:

- **From a wife:** *"I just wanted to send you my heartfelt gratitude for finding my husband a more suitable placement so quickly. I understand how stressful this must have been and I cannot thank you enough. I am certain my husband will settle in the new home. We highly appreciate your tremendous effort and will never forget your support of us".*
- **From the family of a service user** - *the father was in hospital and the family felt the Occupational Therapist (OT) provided an outstanding quality of service and a level of professionalism that was absolutely superb. The family thought the OT was always there for them and would be the one to initiate calls and would always call back if required. They took pride in their work.*

- **From a service user:** *“I would like to say a few words about my social worker. She has helped me so much for the past few years that I don’t know how I could ever thank her. She is an Angel. She is caring, considerate person, a good listener, and would always answer my calls. I consider myself lucky to have had her and the support she has given me”.*

15. Learning from Complaints

15.1 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 when decisions were made about care support you did not want to use the complaint process.	<ul style="list-style-type: none"> • We have introduced an appeals process for any decisions made about a service users care support.
You have told us that you had requested an Occupational Therapy (OT) assessment but there is a long delay.	<ul style="list-style-type: none"> • ASC presently has a waiting time of 14 weeks for an OT assessment. ASC have reviewed their services and recruited an additional OT for the Duty Team, and are presently working on the backlog. Generally OT’s are in demand and can be extremely difficult to recruit. A Principal OT has been appointed within the service and presently working with OT’s generally across the Council to improve services.

Martin Beasley
Complaints Investigation Officer
 Corporate Complaints Team

Complaints Annual Report 2017 – 2018

Appendix B – Children & Young People Complaints

1. Summary

- 1.1 The Social Services statutory complaints procedure requires that an annual report must be produced for children's social care complaints. This report provides information about complaints made during the twelve months between 1 April 2017 and the 31 March 2018 under the complaints and representations procedures established through the Local Authority Social Services Complaints (England) Regulations 2006, the Representations (Children) Regulations 2006 and the Council's corporate complaints procedure.
- 1.2 The guidance "Getting the best from Complaints" produced by the Department for Education and Skills (DfES) provides advice for local authorities on implementing the Children Act 1989 complaints procedure for children and young people and defines a complaint as: ***'A complaint may be generally defined as an expression of dissatisfaction or disquiet in relation to an individual child or young person, which requires a response.'***

2. Who Can Make a Complaint

- 2.1 Section 26(3) and section 24D of the Children Act, 1989 and section 3(1) of the Adoption and Children Act, 2002 require councils to consider complaints made by:
- any child or young person (or a parent of his or someone who has parental responsibility for him) who is being looked after by the local authority or is not looked after by them but is in need
 - any local authority foster carer (including those caring for children placed through independent fostering agencies)
 - children leaving care
 - special guardians
 - a child or young person (or parent of his) to whom a Special Guardian order is in force
 - any person who has applied for an assessment under section 14F (3) or (4)
 - any child or young person who may be adopted, their parents and guardians
 - persons wishing to adopt a child
 - any other person whom arrangements for the provision of adoption services extend
 - adopted persons, their parents, natural parents and former guardians
 - such other person as the local authority consider has sufficient interest in the child or young person's welfare to warrant his representations being considered by them.

3. Statutory Complaints Process

3.1 There are two types of complaint processes followed by the Children & Young People (CYP) department. 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.

3.2 The Children's Act 1989 Representation Procedure (England) Regulations 2006 has three stages:

- **Stage 1: Local Resolution** – this is the most important stage of the complaint procedure. The heads of service and external contractors provide services on behalf of the Council and are expected to resolve as many complaints as possible at this initial point. The statutory social care complaints procedure requires complaints to be responded to within 10 working days; however heads of service can apply for an extension of a further 10 working days where a complaint is complex.
- **Stage 2: Independent Investigation** – this stage commences when the complainant is dissatisfied with the findings of the Stage 1. The Complaint Service team will consider mediation as a complaint handling tool to resolve ongoing concerns at the end of the Stage 1 process and before commencing the Stage 2 process. Stage 2 is an investigation by an "Independent Investigator" a person external to the service usually independent of the Council. We also have to appoint an "Independent Person" who is independent of the Council and not related to any member or officer of the Council and who represents the complainant in the process. The stage 2 investigation report is then adjudicated by the Operational Director. Stage 2 complaints falling within the statutory process must be dealt with in 25 working days but can be extended to 65 working days.
- **Stage 3 Review Panel** – where complainants wish to continue with their complaint about statutory social services functions, the Council is required to establish a complaint Review Panel. The Panel consists of three Independent Panellists who have no connection to the Council, these are appointed by the complaint service team. The Panel makes recommendations through a panel report which the Strategic Director CYP will then adjudicate their decision on the complaint.

4. Corporate Complaints Process

4.1 *Council's Corporate Complaints:*

- Stage 1: responded to by the Head of Service within 20 working days.
- Stage 2: Review / Investigation by the Complaints Service team on behalf of the Chief Executive within 30 working days.

5. Headlines

5.1 The main headlines from CYP complaints performance are:

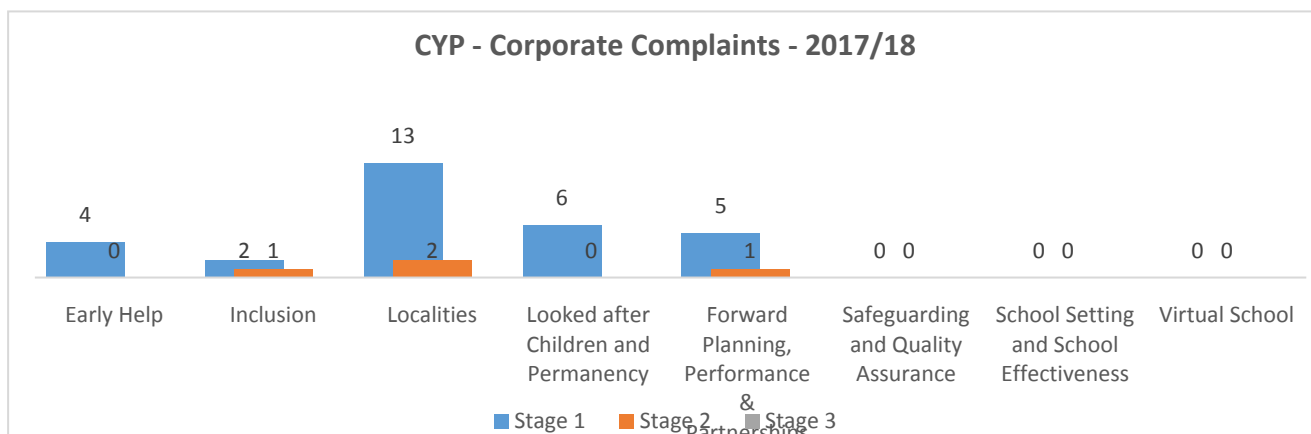
- Stage 1 complaint numbers decreased by 12% (↓)
- 71 statutory stage 1 complaints and 30 corporate stage 1 complaints
- Low 10% escalation rate to stage 2 for corporate and statutory complaints
- Main reasons for complaints received in 2017/18 were poor communication, delays or failure to provide a service, incorrect action taken and staff attitude
- 82% of all complaints responded to within target in 2017/18 (compared with 88% on time in 2016/17) (↓)
- £2,750 compensation paid in 2017/18 on four cases, a 66% decrease in the amount paid in the previous year (↓),

6. CYP Service Users

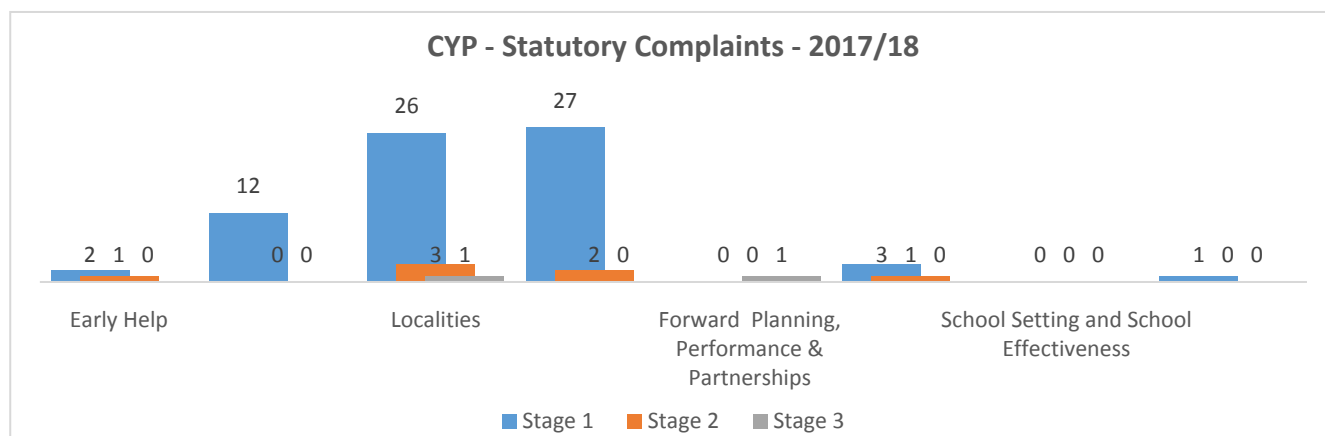
6.1 To be able to put some context to the volume of complaints that we receive, CYP in 2017/18 received 5,346 referrals and completed 5,125 Child & Family Assessments. The Council has 2,852 open children in need cases and 325 children subject to a child protection plan. There were 318 looked after children for the year and we had 354 care leavers aged 17-25. If you take complaints as a percentage of the number of referrals, 1.8% of CYP service users or someone acting on their behalf raised a complaint about a service that they were receiving in 2017/18.

7. Complaints Received

7.1 The chart below shows the number of corporate complaints received at Stage 1, Stage 2 and Local Government Ombudsman for 2017/18.



7.2 The chart below shows the number of statutory complaints received at Stage 1, Stage 2 and Stage 3 for 2017/18.

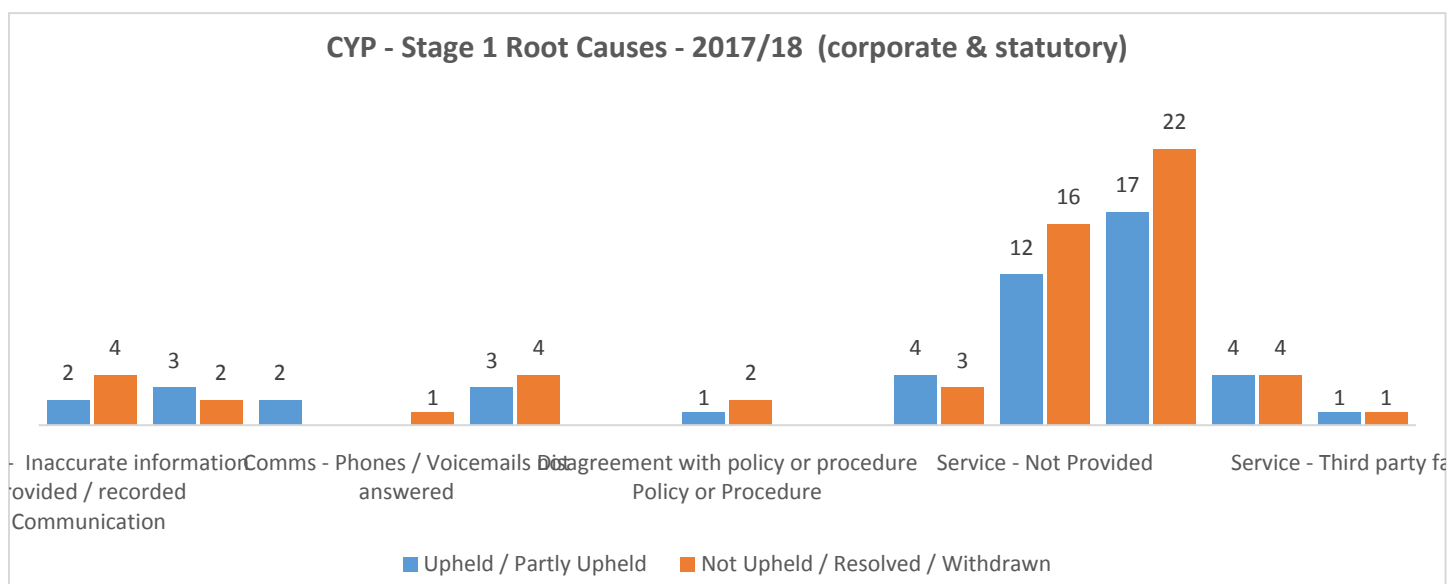


7.3 **A total of 101 statutory and corporate stage 1 complaints were received in 2017/18.** Following an increase in 2016/17 this shows a reduction of 12% in complaints received. Of the 101 complaints received, 71 were statutory complaints and 30 were corporate complaints. There has been a decrease in both types of complaints on the previous year 2016/17. 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 chart above indicates the majority of statutory complaints are from the Localities and Looked after Children teams.

7.4 The Council received ten Stage 2 requests which is a reduction on the previous year and an escalation rate of 10% which is comparable with the previous year. However, in line with the split of complaints at the first stage, 6 of the stage 2's were statutory and 4 were corporate final reviews.

7.5 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. In 2017/18 there were two stage 3 review panels held. In both the cases escalated to the review panel the complainants were determined to go through the complaint process. Both of these Stage 3 panel cases were partially upheld by the respective panels. With some recommendations changing from Partially Upheld to Upheld.

8. Nature / Reasons for Complaints



8.1 The main reasons for complaints received in 2017/18 were: delays or failure to provide a service, poor communication, incorrect action taken and staff attitude.

8.2 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.

8.3 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.

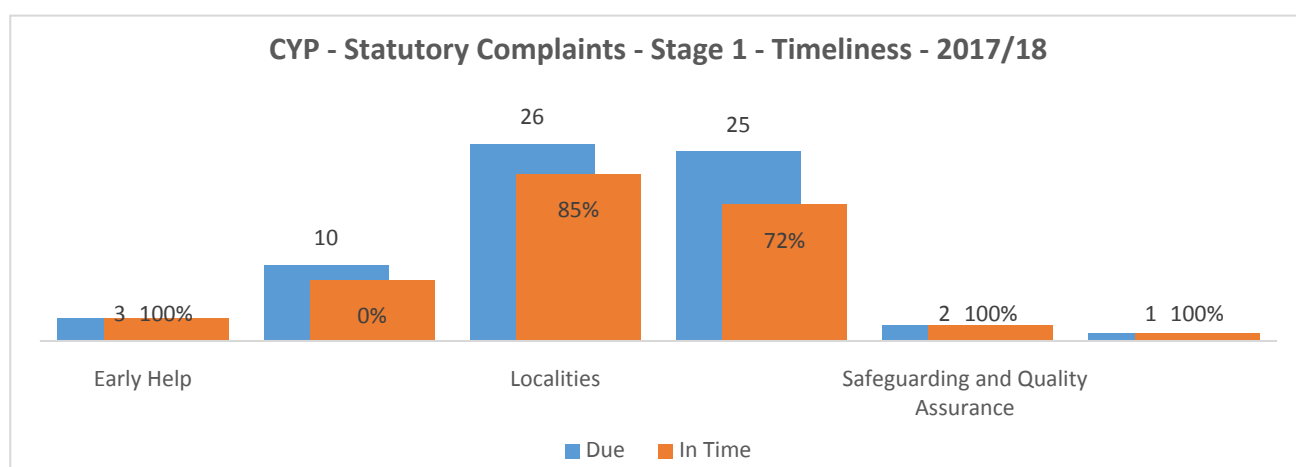
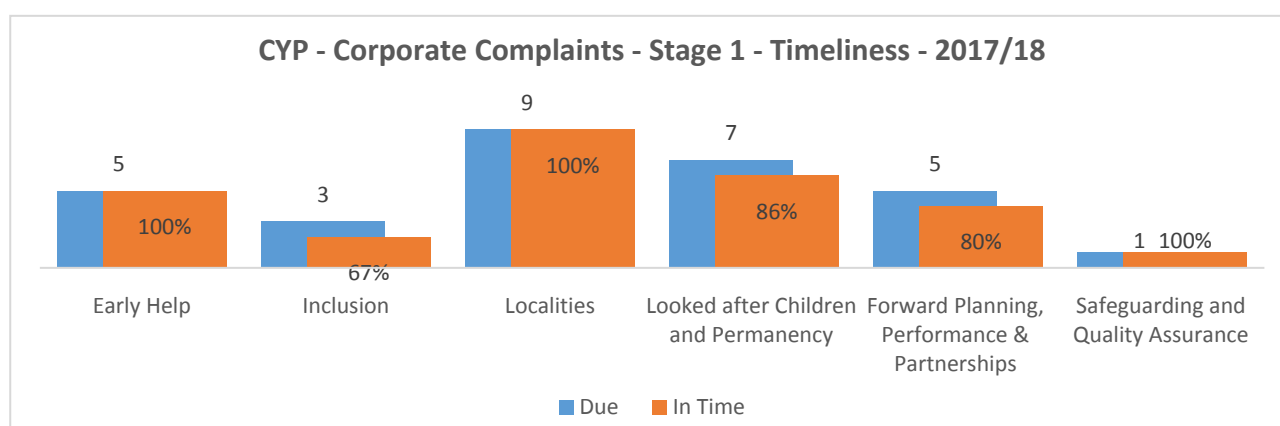
8.4 Examples of the types of issues that fall under each of the main reasons for a complaint are listed below:-

- ***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 partiality of assessments.
- ***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.
- ***Care Leavers*** - in relation to care leavers the main area of complaints were about leaving care and the main bulk about their entitlements and the support

they had requested. This is evidence that young people are aware of their entitlements and that they can challenge decisions.

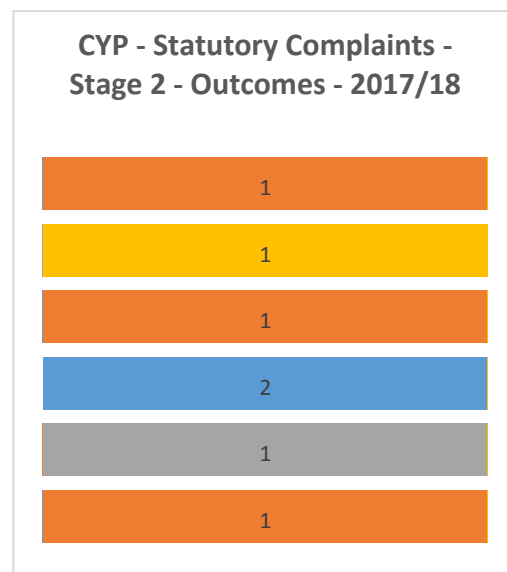
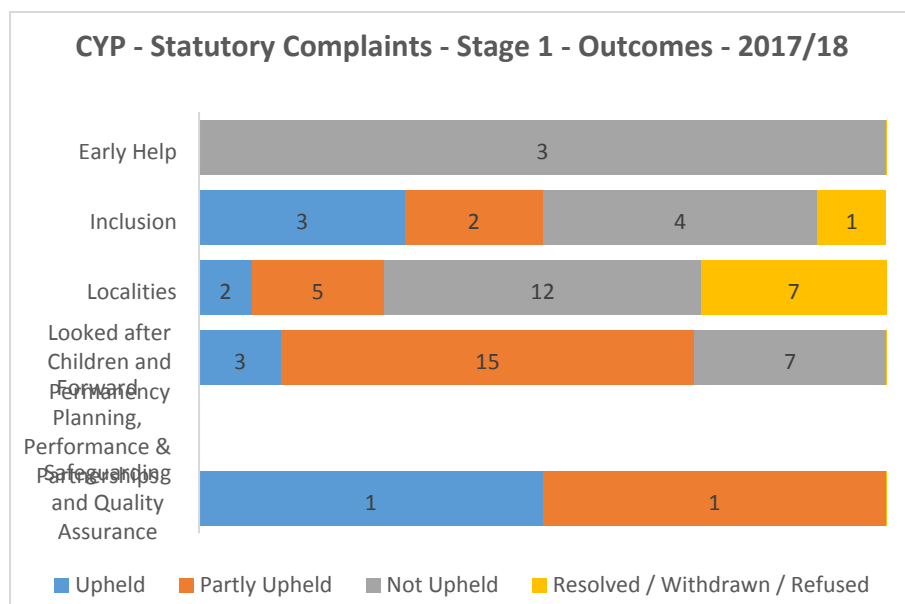
9. Timeliness of Responses

- 9.1 The chart below shows Stage 1 complaint response times by service area in 2017/18. CYP responded to 82% of all complaints within appropriate timescales. This is a reduction of 6% points in performance on the previous year and is below the target of 100%. In total 80% of statutory complaints and 87% of corporate complaints were answered within time. There has been a drop in performance of 6% points on statutory complaints. The statutory legislation does allow us in complex cases to extend the target by 10 working days. To improve performance CYP are carrying out weekly monitoring of complaints due to ensure timescales are improved.



10. Complaint Outcomes

10.1 The chart below shows the outcome of complaints at Stage 1 And Stage 2



- 10.2 There were 95 cases decided during the year and in 46% of Stage 1 complaints CYP fully or partly upheld the complaint which is similar to last year. This does demonstrate a willingness by the service areas to admit errors or mistakes and to remedy the concerns raised.
- 10.3 A further 12% of complaints were resolved following the initial approach to the Complaints Service Team, who worked with managers in Localities and Looked after Children to resolve the service users concerns.
- 10.4 The Council received 7 statutory stage 2 complaints and 5 corporate stage 2 complaints during 2017/18. Some fault was found in 58% of cases and 33% of cases were not upheld. One case was resolved prior to an investigation. The Complaints Service Team are working with managers in CYP, to improve investigation, complaint handling and correspondence skills.
- 10.5 Of the cases in which fault was identified at Stage 2, there were 2 cases which progressed to Stage 3. Detailed below are examples of the complaints that were decided and their learning points / service improvements that have been identified. The Council wishes to learn from its complaints and improve the service we provide to our clients. Cases are described below:

- In a number of cases, the complaint was concerned with the way the Council had completed the Child & Family assessment and the inconsistencies of the social workers when completing this assessment. These cases concluded that the child and family assessments were incomplete and that clear notes should record details of information recorded on the assessments. The investigations also concluded that there were delays in sending assessments to the families and that communication could be clearer.
- The complaint concerned a Family support worker and that one of the parents were claiming bias. The complaint was partially upheld and it was agreed that the council should improve record keeping and write to clients confirming actions agreed.
- This complaint was that the Council had not followed the Staying Put Policy. The complaint was upheld and the council held a briefing workshop for fostering support social workers and the Staying Put arrangements were updated on the web site. The council met with the complainant to agree payments.
- The complaint relates to the actions of the Council when receiving a request from the Police for overnight secure accommodation, whilst the young person was in custody. The complainant alleged that secure accommodation should have been available. This was not upheld at stage 2
- Some of the stage 2 complaints identified issues with delays in the complaint handling process and the quality of complaint responses at the first stage. The complaint service team have introduced quality checks of complaint responses which are being referred back to management teams. Training courses are being arranged for CYP managers and staff around complaint handling and investigation. Complaint service team officers are attending team meetings to upskill staff on complaint handling and provide regular feedback to management teams.

11. Compensation

- 11.1 CYP paid out £2,750 compensation in 2017/18 on four cases. This is a decrease of £5,000 from 2016/17. At Stage 1 the Council made one payment of £600, which was paid to a Care Leaver in regards to a fee for a course. The remaining three payments were awarded at Stage 2. A payment of £1,500 was made due to our delay in progressing appropriate adaptations to an offer of permanent accommodation. A payment was made due to a delay in responding to a complaint and a further payment for deficiencies in social work practice when completing a child and family assessment.

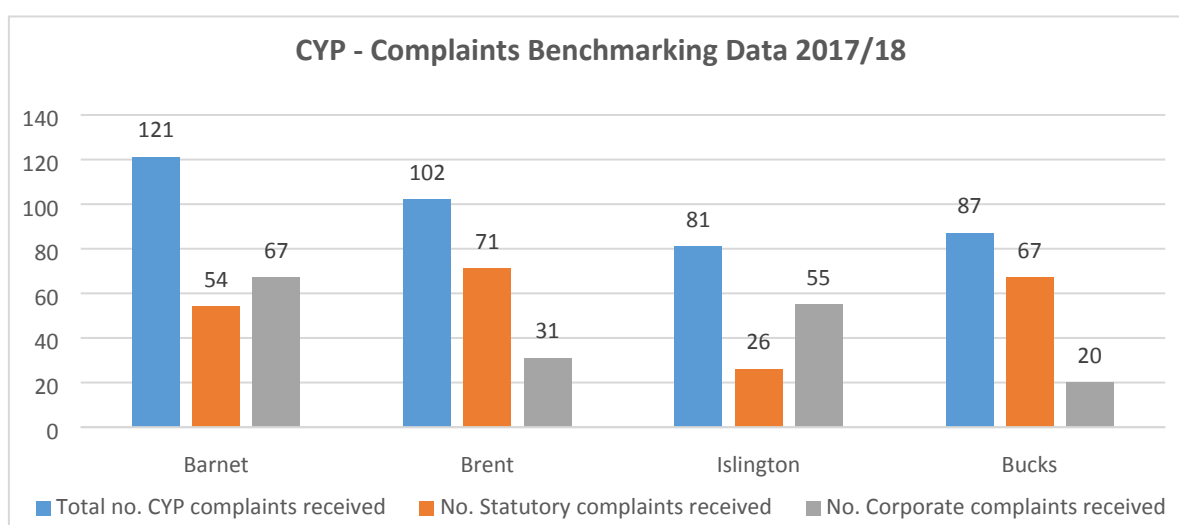
12. Local Government Ombudsman

12.1 The Local Government Ombudsman (LGO) received 11 referrals for CYP throughout the year and made decisions on 10 cases. This is a reduction of 38% on the preceding year. Of the cases decided, 1 referral was closed after initial enquiries, 2 were referred back to the Council's own complaint procedure, 1 closed with advice given, 2 were incomplete, 1 was not upheld and 3 Upheld. The three complaints that were upheld were as follows:

- **Case 1:** the council was at fault when it delayed a request for a child to delay their entry into the school reception year. The complainant had believed the Council had agreed to the request when it had not considered it. The Council agreed to apologise and accept a late appeal for their preferred school option.
- **Case 2:** the Council failed to consider the complainants concerns around the child escaping from the home. The LGO agreed that the action the Council had already taken provides a suitable remedy.
- **Case 3:** the council was at fault when it provided accommodation which was too small for the complainant and family and too far away from the secondary school. The LGO awarded £800 compensation, advised the council to review its practices, apologise to the family and begin a search for a more appropriate property. (Compensation recorded under housing).

13. Benchmarking

13.1 Brent Council belongs to the North West London Social Care Complaint managers group. The Council has benchmarked the volume of complaints received against five of our Central and West London neighbours for 2017/18. With regards to statutory complaints we have come fourth in the table behind Islington; Barnet and Bucks. In regards to all complaints we have come third behind Islington and Bucks.



14. Learning from Complaints

- 14.1 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.
- 14.2 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 delays that had occurred in progressing appropriate adaptations following the offer of permanent accommodation.	<ul style="list-style-type: none"> Recruitment of a second Children's OT has successfully been achieved. Joint operational supervision and clinical supervision has been pre-planned with both OTs and the Team Manager, and with the Clinical Supervisor. Remedial action has been taken in ensuring minimum delays in progressing adaptation cases during periods of staff turnover.
Two Care Leavers told us about our failure to properly deal with bank accounts for looked after children.	<ul style="list-style-type: none"> We reviewed our processes which highlighted the need to tighten arrangements. New systems were put in place to commence from April 2018.
A care leaver told us about the quality of support around immigration status and support required for LAC without British Citizenship.	<ul style="list-style-type: none"> We reviewed the status and support required for all LAC without British citizenship. We increased management oversight and supervision on individual cases. As of March 2018 all LAC had their immigration status and relevant support reviewed.

15. Compliments

- 15.1 CYP logged 8 compliments on the ICasework complaints and compliments database. This is up on last year but 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. Managers are being encouraged to log any compliments. Here is an example of the compliments received in 2017/18.

- "I would like you to know how grateful and blessed my family and I were to have a SW. I was apprehensive when the SW contacted me for first time. However he showed understanding, empathy and willingness in helping us. I remember going home that day and telling my son and my husband about the conversation I had with him. I remember how nervous and anxious we all felt as we did not know what to expect from the visit. We, as a family, knew that*

we needed to openly discuss our personal issues and concerns with a total "stranger" but the SW made it easier. His effective communication skills, his patience, his caring nature, his ability of being sensitive to other people's emotions, his ability to analyse situations and achieve the best outcome enabled us to fully trust him and express any worries or doubts. The SW was always very professional and organised in keeping accurate records of our conversations and gave constructive advice and we never felt judged or criticised".

- *"The SW is a good listener, action/result orientated person with a high level of communication skills. Thank you for all the support to my daughter and my family wholeheartedly. The great role you have played in my daughter's case was immeasurable. I'm grateful for all your help and continued support. I don't agree with the way of handling my daughter's case but would like to thank you for being open-minded and your positive approach. I count myself lucky that you have been involved in my daughter's case".*

Appendix C – 2017/18 Complaints Root Cause Summary & Improvement Actions by Department

Community Wellbeing Department - Housing Directorate (778 cases including BHP and HMS)

Root Cause	Actions
<p>Customer Care – 237 cases; 181 upheld/partly upheld</p> <ul style="list-style-type: none"> • Poor communication – 101 • Service failure - 54 • Other - 34 • Incorrect action/advice - 30 • Attitude – 17 • Correspondence – 1 <p>Repairs & Voids – 126 cases; 85 upheld/partly upheld</p> <ul style="list-style-type: none"> • Delays in job being raised/completed – 66 • General enquiry – 21 • Unfinished works/repairs - 19 • Reporting a matter for investigation – 9 • Service failure - 9 • Inspection information/quality - 2 <p>Housing Options – 69 cases; 29 upheld/partly upheld</p> <ul style="list-style-type: none"> • Officer not answering calls/emails/letters/conduct - 24 • Delay in processing application - 19 • General enquiry – 12 • Reporting a matter for investigation - 7 • Housing application refused – 6 • Interim Accommodation Refused - 1 <p>TA Support – 45 cases; 20 upheld/partly upheld</p> <ul style="list-style-type: none"> • Suitability of TA - 18 • Length of time in B&B/TA - 12 • Band Assessment – 1 	<p>HMS – Property Services</p> <ul style="list-style-type: none"> ▪ HMS - Property Services carries out over 30,000 repairs a year. ▪ The service has introduced the following measures to help improve service delivery: <ul style="list-style-type: none"> - Integrated Assessment Management Contact Improvement plan focused on rectifying service issues identified in customer satisfaction surveys; - Access policy covering access to council and leaseholder properties to fix leaks and other repairs; - Scaffolding protocol for all scaffolding contracts and weekly management of scaffolding arrangements (Wates ceased using two scaffolding sub-contractors because of poor performance). ▪ Customer service training rolled out for service staff from October 2018. <p>HMS - Customer Service</p> <ul style="list-style-type: none"> ▪ HMS - Customer Service manages over 8,000 tenants and leaseholders in Brent. ▪ Service improvements include: <ul style="list-style-type: none"> - Customer Care complaints analysed to identify any themes/issues with Brent staff or contractors; - customer service training for staff; - new CRM system to improve case management and performance monitoring/management oversight; - Service Charge Dispute Resolution process; - duty officer system implemented; - Housing Service Promise and Customer Experience Panel launched.

Root Cause	Actions
<ul style="list-style-type: none"> Officer not answering calls/emails/letters/conduct - 44 <p>Building Services – 34 cases; 29 upheld/partly upheld</p> <ul style="list-style-type: none"> Delays in job completion – 24 Service failure - 9 Insurance claims – 1 <p>Rehousing – 34 cases; 13 upheld/partly upheld</p> <ul style="list-style-type: none"> Band assessment – 15 Application – delays/progress - 9 Locata – bids/waiting times 5 Application review – 2 Priority date – 2 Property availabilities - 1 <p>Leasehold Services – 33 cases; 13 upheld/partly upheld</p> <ul style="list-style-type: none"> Section 20 notice - 8 Repairs – 7 Tenants / Leaseholders - 5 Right to buy – 4 Service charge – 4 ASB from council sub-letting – 2 Leasehold Services - 2 Communal upkeep - 1 <p>Tenancy - 18 cases; 9 upheld/partly upheld</p> <p>Anti-Social Behaviour – 16 cases; 7 upheld/partly upheld</p> <p>Enforcement - 15 cases; 1 upheld/partly upheld</p> <p>Start Plus – 13 cases; 8 upheld/partly upheld</p>	<p>Housing Needs</p> <ul style="list-style-type: none"> Housing Needs received over 5,000 homelessness approaches in 2017/18. An Outcome Based Review of Domestic Abuse support was carried out during the year and as a result a specialist post was created. A second specialist officer is being recruited because of the increasing level of demand for specialist advice and support. Other service improvements include: individuals and households provided with a tailored housing plan (statutory requirement of the new Homeless Reduction Act); trainees attending a central government HRA Training Academy; service managers supported and given increased responsibility for managing service requests and complaints. Planned improvements include the introduction of CRM case management and customer service training for staff). <p>Private Housing Services (PHS)</p> <ul style="list-style-type: none"> Private Housing Services (PHS) manages 8,000 licenced properties, carries out 1,500 enforcement inspections annually, and carries out approximately 450 Small Works Grants (SWG) jobs and 300 Disabled Facilities Grants (DFG) jobs each year Feedback from customer satisfaction surveys is used to improve service delivery. The service has ISO 9000 quality system accreditation and complaints are discussed regularly with individuals and at team meetings.

Root Cause	Actions
<p>Planned Maintenance – 12 cases; 6 upheld/partly upheld</p> <p>Rents – 12 cases; 4 upheld/partly upheld</p> <p>Public Realm – 11 cases; 7 upheld/partly upheld</p> <p>Accommodation Services – 10 cases; 1 upheld/partly upheld</p> <p>Customer Response Team – 10 cases; 3 upheld/partly upheld</p> <p>Disabled Facilities Grant – 10 cases; 5 upheld/partly upheld</p> <p><i>Less than 10 root cause themes identified in the following cases:</i></p> <ul style="list-style-type: none"> All – 2; Appointments – 4; Cleaning - Internal/External – 4; Communal trees – 2; Communication – 6; Compliance & Risk – 2; Decant – 3; Housing advice – 2; Lettings – 5; Mechanical & Electrical – 4; Member / General Enquiry – 7; Parking – 2; Process / Procedures – 8; PRSO – 5; Rent Income – 1; Resident Involvement – 1; SWG – 6; Telephony – 3; Workmanship - 6 	

Community Wellbeing Department – Adult Social Care Directorate (45 cases)

Root Cause	Actions
<p>Service – 25 cases; 15 upheld/partly upheld</p> <ul style="list-style-type: none"> • Poor Service – 13 • Service not up to standard - 5 • Service not provided – 3 • Wrong Service Provided – 2 • 3rd party contractor issues – 2 <p>Customer Care- 11 cases; 5 upheld/partly upheld</p> <ul style="list-style-type: none"> • Incorrect action taken - 6 • Rudeness – 2 • Contact Issues – 1 • Correspondence issues – 1 • Poor Attitude – 1 <p>Adults Transitions Assessments – 2 cases; 1 partly upheld</p> <p>Safeguarding – 3 cases</p> <p>Physical disabilities – 2 cases</p> <p>Hospital discharge – 1 case; upheld</p> <p>Member / General Enquiry – 1 case</p>	<p>Adult Social Care</p> <ul style="list-style-type: none"> ▪ In 2017/18, Adult Social Care directorate received over 3,600 contacts, made over 3,600 assessments for homecare, residential or nursing services, and also carried out over 2,100 hospital discharge assessments. ▪ Service improvements included the introduction of appeals process. ▪ The feedback/learning from complaints is discussed with individual staff members, at team meetings and management meetings to help improve service delivery.

Community Wellbeing Department - Culture Directorate (63 cases)

Root Cause	Actions
<p>Libraries – 52 cases; 23 upheld/partly upheld</p> <ul style="list-style-type: none"> premises / environment - 15 customer service – 9 other service - 8 computer provision – 6 other customers – 6 events and exhibitions - 4 book loans – 1 membership applications – 1 online access – 1 support for schools - 1 <p>Sports facilities – 11; 7 upheld/partly upheld</p> <ul style="list-style-type: none"> Staff / Customer service - 4 Bookings / Classes – 1 Courts – 1 Other Service - 1 Pricing / Policies - 1 Health Suite – 1 Pricing / Policies – 1 Swimming Pool - 1 	<p>Culture Service</p> <ul style="list-style-type: none"> The Culture Services within the Public Health & Culture directorate had over 36,000 active library borrowers and over 1.7m sports centre visits in 2017/18. Service improvements during the year included: <ul style="list-style-type: none"> ongoing staff training and performance management; regular discussion of complaint issues with individual staff, teams and management teams; Bridge Park facilities issues addressed with the contractors; heating and lighting issues at libraries addressed by the Facilities Management team; staff training/guidance provided regarding customer behaviour or managing noise levels in library spaces.

Root Cause	Actions
<p>Parking & Lighting – 175 cases; 73 upheld/partly upheld</p> <ul style="list-style-type: none"> • Parking Enforcement – 96 • Parking Permit - 36 • Parking Bay/Other – 17 • Parking Bays – 10 • Trees – 8; Car Parks – 4; Lighting – 2; Highways – 1; Member / General Enquiry – 1 <p>Environmental Improvement – 94 cases; 27 upheld/partly upheld</p> <ul style="list-style-type: none"> • Member / General Enquiry – 17 • Parks and Open Spaces – 15 • Recycling – 14 • Refuse Collection - 14 • On Street / Cleaning / Nuisance Control - 8 • Cemeteries – 7 • Customer Care - 4 • Service – 3; Special Collection – 3; Vehicles – 3; Allotments – 2; Domestic – 2; BCS Contact Centre – 1; Trade - 1 <p>Planning, Transport and Licensing – 68 cases; 22 upheld/partly upheld</p> <ul style="list-style-type: none"> • Planning Application / Decision / Enforcement - 61 • Member / General Enquiry – 3 • Service – 2 • Building Control – 1 • Customer Care - 1 	<p>Parking & Lighting</p> <ul style="list-style-type: none"> ▪ During the year the Parking & Lighting Service issued approximately 190,000 penalty charge notices (PCNs), processed 34,000 parking permits and administered 270,000 visitor parking bookings ▪ Service area improvements include: <ul style="list-style-type: none"> - review of Enforcement plan and targeted enforcement activity put in place to address hotspots; - replacement programme of pay and display parking machines underway; - parking contractor given clear timetable of parking suspensions and signage required and related PCN review process in place; - permit complaints addressed by system changes or customer advice; - tree maintenance requests/complaints considered against a planned schedule of tree maintenance across the borough and budget consideration <p>Environmental Improvement</p> <ul style="list-style-type: none"> ▪ The Environmental Improvement service responsibilities include Council parks, open spaces and cemeteries; and management of refuse and recycling services for approximately 119,000 households in the borough. ▪ The majority of complaints were about a policy decision to reduce grass cutting in parks and grass verges during the year and feedback was provided on individual complaints. ▪ Missed refuse and recycling bins collections were also addressed on an individual basis and there were no systemic issues with waste collection identified this during the year. ▪ The discovery of a trace amount of asbestos at Paddington Cemetery led to a rise in the number of cemeteries related complaints <p>Planning, Transport and Licensing</p> <ul style="list-style-type: none"> ▪ The Planning service processed over 5,500 planning applications during 2017/18. ▪ The main causes of complaints were planning applications, decisions, or enforcement (61 cases) and member/general enquiry (3 cases). ▪ It is recognised that planning decisions can be unpopular or controversial at times and complaints about planning decisions are managed through a separate appeals process.

Root Cause	Actions
<p>Highways and Infrastructure – 44 cases; 12 upheld/partly upheld</p> <ul style="list-style-type: none"> • Dropped Kerbs/Illegal Drop Kerbs – 11 • Footway Defects /Information / Relay Schemes - 7 • Carriageway Defects/Potholes/ Resurfacing Schemes – 5 • Road Signs/Markings/Closures & Diversions – 3; Dangerous Road Junctions – 2; General enquiry – 2; Highways information and advice – 2; Parking Scheme Issues – 2; Reporting a matter for investigation – 2; Traffic Calming – 2; Disabled Parking Bays – 1; Double Yellow Lines – 1; Enforcement Not Taking Action – 1; Insurance Claims – 1; Other highways issue – 1; Vibrations to Property - 1 <p>Community Safety and Public Protection – 21 cases; 5 upheld/partly upheld</p> <ul style="list-style-type: none"> • Nuisance – 12; Service – 3; Customer Care – 3; Member / General Enquiry – 2; Community Safety - 1 <p>Standards and Enforcement – 9 cases; 1 partly upheld</p> <ul style="list-style-type: none"> • Service – 4; Planning/Planning Enforcement – 3; Parking Enforcement – 1; Customer Care – 1 <p>Civic Enterprise – 7 cases</p> <ul style="list-style-type: none"> • Building Control – 5; Member / General Enquiry – 1; Pest Control - 1 <p><i>Less than 5 root cause themes identified in the following cases:</i></p> <ul style="list-style-type: none"> • South Kilburn Programme – 4 • Employment, Skills and Enterprise/Service Delivery – 2 	<p>Service errors in the administration of planning applications are discussed at an individual and team level to help improve service delivery standards.</p> <p>Highways and Infrastructure</p> <ul style="list-style-type: none"> ▪ The Highways & Infrastructure service is responsible for roads and pavements in Brent and the service also handles approximately 240 drop kerb applications a year. ▪ Service area improvements include: simplifying dropped kerb application forms; improved joint working with dropped kerb contractors; new Highways Enforcement team investigating illegal dropped kerbs; targeted 8-week pothole injection patching programme.

Root Cause	Actions
<p>Housing Benefit/Council Tax Scheme – 45 cases; 25 upheld/partly upheld</p> <ul style="list-style-type: none"> • reconsiderations/appeals – 16 • change of circumstances – 10 • Housing benefit - current claim - 8 • Overpayment decisions - 4 • New claims – 3 • My Account portal - 2 • Discretionary housing payment - 2 <p>BCS Contact Centre – 25 cases; 7 upheld/partly upheld</p> <ul style="list-style-type: none"> • Contact Centre - enquiry handling – 9 • Contact Centre - officer behaviour - 9 • Contact Centre - information and advice – 3 • Contact Centre - waiting times – 3 • Customer services – signposting –1 <p>Council tax/recovery - 18 cases; 10 upheld/partly upheld</p> <ul style="list-style-type: none"> • Council tax – banding/billing, discount, queries, customer service, portal – 10 • Council tax – recovery – 8 <p>Client Affairs – 15 cases; 7 upheld/partly upheld</p> <ul style="list-style-type: none"> • Invoicing – 10 • Assessments – 5 <p>Service – 12 cases, 5 upheld/partly upheld</p> <ul style="list-style-type: none"> • Poor Service – 5 • Service not provided – 1 • Service not up to standard - 6 	<p>Brent Customer Service (BCS)</p> <ul style="list-style-type: none"> ▪ BCS includes the Customer Contact Centre, Revenues & Benefits service, Registration & Nationality service, Client Affairs team, and Blue Badges team. The scale of BCS operations during 2017/18 included: 164,000 Contact Centre phone calls; 65,000 Contact Centre emails/web chat/tweets; over 121,000 live council tax accounts; over 10,000 Council Tax support awards and over 7,000 new Housing Benefit claims with over 130,000 changes in circumstances; 3,000 financial assessments; over 4,200 Blue Badge/Taxi Cards/Freedom pass applications. ▪ A significant proportion of Housing Benefit complaints are about the benefit calculations and appeals are then dealt with through a separate statutory process. Feedback and learning points from complaints are discussed with individuals, teams and by the management teams across the department. ▪ The department has recently been restructured and staff changes include the appointment of new manager for the Blue Badge service. Whilst there have been a few teething problems with staff changes and a few genuine mistakes, there have not been any significant systemic issues identified across the BCS during the year.


Root Cause	Actions
<p>Customer Care – 12 cases; 5 partly upheld</p> <ul style="list-style-type: none"> • Attitude/ Poor Attitude/ Rudeness – 5 • Contact Issues – 2 • Correspondence issues – 4 • Incorrect action taken – 1 <p>Client FM – 12 cases; 5 upheld</p> <p>Overpayments/SD/AR – 12 cases; 1 upheld</p> <ul style="list-style-type: none"> • Recovery – 11 • Invoicing / Billing – 1 <p>Member / General Enquiry – 10 cases; 5 upheld/partly upheld</p> <p>Registration and Nationality – 8 cases; 5 partly upheld</p> <p>Benefit – General – 7 cases; 2 partly upheld</p> <p>Accounts Payable – 5 cases; 3 upheld/partly upheld</p> <p><i>Less than 5 root cause themes identified in the following cases:</i></p> <ul style="list-style-type: none"> • Independent Travel Team – 4; Customer Services – 2; Local Welfare Assistance – 2; Business rates – 1; Concessionary Travel – 1; Finance – 1; General/ Customer Service – 1; Legal Services – 1; Parks and Open Spaces – 1; Payments – 1; Welfare rights – 1 	

Children & Young People Department (110 cases)

Root Cause	Actions
<p>Social Workers – 18 cases; 8 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service Failure - 12 • Communication – 6 <p>Assessments – 10 cases; 2 partly upheld</p> <ul style="list-style-type: none"> • Service not provided/not up to standard – 9 • Communication – 1 <p>Leaving Care – 10 cases; 7 partly upheld</p> <ul style="list-style-type: none"> • Service Failure – 6 • Communication – 3 • Policy or Procedure - 1 <p>Corporate Parenting – 8 cases</p> <ul style="list-style-type: none"> • Service not provided/not up to standard – 5 • Communication – 3 <p>Family Social Work – 8 cases; 4 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service not provided/not up to standard – 7 • Communication delays - 1 <p>Customer Care – 7 cases; 1 partly upheld</p> <ul style="list-style-type: none"> • Correspondence issues – 3 • Poor attitude/rudeness – 3 • Incorrect action - 1 <p>Service Failure – 7</p> <ul style="list-style-type: none"> • Service not provided – 6 • Service delay - 1 	<p>CYP</p> <ul style="list-style-type: none"> ▪ CYP received over 5,300 referrals and completed over 5,100 Child & Family assessments in 2017/18. ▪ Learning points from complaints are discussed with individual staff and in team meetings and there is ongoing work with managers to improve service delivery.

Root Cause	Actions
<p>Visits – 6 cases</p> <ul style="list-style-type: none"> • Communication/inaccurate/behaviour – 4 • Service not provided/not up to standard – 2 <p>Placements – 5 cases; 3 partly upheld</p> <p>Finance/LAC Finance – 5 cases; 2 partly upheld</p> <ul style="list-style-type: none"> • Service not provided/not up to standard – 4 • LAC Finance - 1 <p><i>Less than 5 root cause themes identified in the following cases:</i></p> <ul style="list-style-type: none"> • Care Package – 3; Personal Advisors – 3; Family Support – 2; In Year Admissions – 2; Transfer Admissions – 2; Referrals – 2; Member/General Enquiry – 2; Child protection – 1; CP Conferences – 1; Communication – 1; Court Reports – 1; General enquiry – 1; Hardship and Subsistence – 1; LAC Reviews – 1; Reviews – 1; Quality Assurance – 1; Travel Arrangements – 1 case. 	

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	Cabinet 10 December 2018
	Report from the Director of Performance, Policy and Partnerships
Performance Report, Q2 (July – Sept.) 2018/19	

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:	One: • Appendix A – Corporate Performance Scorecard
Background Papers:	N/A
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Peter Gadsdon Director, Performance, Policy and Partnerships Peter.Gadsdon@brent.gov.uk Tel. 0208 937 1400 Irene Bremang Head of Performance & Improvement Irene.Bremang@brent.gov.uk Tel. 0208 937 1822

1.0 Purpose of the Report

- 1.1 This report and the performance scorecard (**Appendix A**) set out the position on the Council's performance in the second quarter of 2018/19. The content and format of the report and scorecard have been revised to focus primarily on the Brent 2020 priorities and then on the Borough Plan priorities.
- 1.2 The purpose of this report is to provide Cabinet with a corporate overview of performance information linked to the Brent 2020 and Borough Plan priorities, to support informed decision-making and to manage performance effectively.
- 1.3 The Brent 2020 vision provides a strategic picture of where the Council would like to be by 2020 and how it intends to get there. The Brent 2020 vision is designed to complement the Borough Plan over the next two years. Its five themed priorities are as follows:

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

2.0 Recommendation(s)

2.1 Cabinet has been asked to:

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

3.0 Detail

- 3.1 Overall there are currently 103 key indicators in the Q2 performance scorecard. The format of the scorecard provides a distinct and primary focus on Brent 2020 priorities and outcomes.
- The first part of the scorecard sets out 30 key indicators linked to the Brent 2020 themed priorities. Brent 2020 indicators are presented graphically (2017/18 outturn figures and benchmarking data are also provided where available).
 - The second part of the scorecard lists 73 key indicators linked to the Borough Plan priorities and the Council’s ‘Corporate Health’ in a tabular format.
- 3.2 Out of the 30 Brent 2020 priority indicators: 20 are on or above target (Green status), with a further 5 just off target (Amber status), leaving only 4 significantly off target (Red status).

- 3.3 There are 72 Borough Plan and Corporate Health indicators in the Q2 scorecard, of which 60 indicators have a RAG status. 25 are on or above target (Green status), 15 are just off target (Amber status), and 20 are significantly off target (Red status). A further 12 indicators are for contextual use.
- 3.4 A summary of performance under the Brent 2020 priorities and Borough plan priorities is set out below.

Brent 2020 Priorities

Employment and Skills

- 3.5 There has been good performance in Brent Works job outcomes, Apprenticeship outcomes, Brent Start achievement rates and percentage rate of NEETs (16 to 18 year olds who are not in education, employment or training). All these indicators exceeded their targets and have a Green RAG status: Brent Works job outcomes (Actual YTD – 64, Target – 50); Brent Start Apprenticeship outcomes (Actual YTD – 44, Target – 25); Brent Start achievement rates (Actual YTD – 95.1%, Target – 94%); Percentage of NEETs (Actual YTD – 0.%, Target YTD – 1.8%).
- 3.6 The Living Room employment outcomes (Actual YTD – 54, Target – 23) has also performed particularly well and has a Green rating. An excellent summer of achievement has meant that the service has already achieved their annual target of 46.
- 3.7 The percentage of care leavers in education, employment or training (EET) is slightly below target and is Amber rated. Overall performance YTD for care leavers in EET is 47.5% against a target of 52%. This data is calculated based on a DfE formula which is 4 month period before and after birthdays of young people and therefore is not reflecting the current situation of all care leavers. Measures are in place to increase the number of care leavers in EET. These include close collaboration with apprenticeship providers to target opportunities for young people and enhanced training in employment and skills advice for Personal Advisors who support care leavers.

Regeneration - economic, social and environmental conditions

- 3.8 The timeliness of both major and minor planning application decisions are above target. A focus on committee scheduling and using agreed extensions of time have ensured a continued improvement of performance from 2017/18. (Actual YTD – 94.5%; Target YTD – 82% and Actual YTD – 86.6%; Target YTD – 76% respectively).
- 3.9 Reports of illegally dumped waste incidents remain high (Actual YTD – 12,728 incidents). The rise of reported incidents has been attributed to greater resident awareness and the rise in use of technologies such as the Cleaner Brent app. campaign and also the ease of reporting incidents using mobile apps. Whilst the volume of reported incidents has gradually been rising, the average time taken to remove illegally dumped waste is less than one day with an actual of 0.49 days for the first six months of 2018/19 (Green RAG status).
- 3.10 The reoffending rates by young offenders is Red rated with 35 Reoffenders within a Cohort 66 (Actual YTD – 53%; Target YTD - 48.1%) . Brent's rate of reoffending is following a rising London trend. Fewer young people are being

punished by the court system as those committing less serious offences are likely to receive Out of Court or Triage disposals. This has had the effect of creating a Court Disposal cohort with a high proportion of serious offences and repeat offenders. These are the more prolific offenders with more complex needs. YOS are tackling this trend in a number of ways:

- Use of the Youth Justice Board Live tracking Reoffending Tool Kit.
- The new Trauma Informed Approach, plus Clinical and Case Formulation provide staff with a deeper understanding of the child or young person's thinking and behaviour, level of maturity, ability and motivation, and the likelihood of engaging with the Court disposal.
- The YOS management team have completed training to improve supervision and performance management. The impact of this has been that supervision has been more in depth, reflective with more decisions judged to have been made appropriately. More quality assurance of assessments and case work is being undertaken.

Business and Housing Growth

- 3.11 The number of empty properties brought back into use is notably above its target (Actual YTD – 35, Target YTD – 25). 70% of this year's target has already been achieved with further cases already in the pipeline for the rest of the year.

Demand Management

- 3.12 There has been mixed performance against the suite of Housing Needs indicators that signify demand for housing, the following indicators have a Green RAG status: Households in Temporary Accommodation (Actual YTD – 2,331, Target 2,775); Accepted homeless (previously reported as a number) (Actual YTD – 18.4%, Target YTD – 50%). The Homelessness prevention indicator has a Red RAG status this quarter (Actual YTD – 33.16%; Target YTD – 50%). This measure was also reported as a number in previous reports. A large number of open cases going through the prevention and relief duties of the Homeless Reduction Act (HRA) is having an impact on the performance of this measure. Households in non-self-contained B&B (Actual YTD – 77 Target 30) also has a Red RAG. A considerable increase in the use of B&B, especially bookings of single households is attributed as a key contributor to the higher numbers reported.
- 3.13 The demand for residential and nursing care and the provision of suitable alternative accommodation for independent living is a major focus in the Adult Social Care service. The performance regarding the number of residential and nursing admissions is below target for both age ranges (18-64 and 65+) have Green ratings respectively. In the past 6 months there were 6 admissions for people aged 18-64 against a target of 14 admissions for this period. And for older people aged 65+, there were 55 admissions cumulatively at the end of Q2 against a target of 74 admissions. There is increased pressure on this service, However, particularly in the 18-64 age category due to a variety of factors, including increasingly complexity of need.
- 3.14 Although performance is slightly down from Q1, the Reablement service is showing positive performance and has achieved a Green RAG status this quarter (Actual YTD – 79.6%, Target 75%). In Q1, the performance level achieved was 82.6%. Uptake has been supported by the introduction of

Homefirst which allows those who will not benefit from Reablement to receive Homefirst instead meaning the service can be directed at those who will benefit from it most.

- 3.15 There has been a substantial improvement in reducing the timescales for placing a child in care with their new adoptive family (Green YTD) reflecting effective permanency planning. The 3-year average position is currently at 354.6 days against a target of 426 days in Q2. At the end of Q1 it was 358 days. The 2017/18 outturn for this measure was an actual of 523 with the Target YTD of 494 days.
- 3.16 The percentage of LAC placed with foster carers is slightly below target (Actual YTD – 68.9%, Target – 70%). This is consistent with end of year data (17/18). This is an improved picture given that over 40% of the LAC population is over the age of 16 and the insufficient availability of foster carers with the relevant skills or capacity to meet the needs of some of the more challenging behaviours presented by looked after children.

Raising Income

- 3.17 Performance is just below target for council tax, benefit overpayment recovery and business rates collection (all Amber RAG). (NNDR Actual YTD – 54.62%, Target YTD – 58.03%; Council Tax Actual YTD – 56.83%, Target YTD – 56.90%; CT/HB Overpayments Actual YTD - £4.94m, Target YTD - £4.97m). Additional staff have been recruited to address backlogs and processes have been improved to help improve income collection and recovery of debt for the rest of the financial year.
- 3.18 The value of council tax arrears recovered is also lower than forecasted (Red RAG, Actual YTD – £1.36m, Target YTD – £1.6m). The service has used debt collection companies for chasing large debts through bankruptcy and charging order showing positive results and pro-active campaigns will ensure collection is optimised for the remainder of the year.
- 3.19 Income generation in Building Control has improved significantly from £61.5k in 2017/18 to £756k in Q1 and Q2 combined. In 2017/18, outturn was based solely on income generated by the associate model. The revenue income from the council's commercial portfolio is above target (Green RAG, Actual YTD – £1.31m, Target YTD – £1.20m). The level of income collected fluctuates during the year, however, the cumulative figure is forecast to continue to rise due to increased levels of income billing over time. The Registration and Nationality service income (Actual YTD - £520k; Target YTD - £470K) is marginally above its performance against Q2 17/18. The income has been exceeded due to maximising appointments during the week and weekends.

Borough Plan Priorities

Better Lives

- 3.20 There has been a slight decline in overall performance in the Stability of placements for LAC (Q2 Actual YTD – 14.5%; Target – 11%; Red RAG status) from Q1 (YTD – 14.1). This area remains as a high priority area and actions are in place to maximise stability for LAC. The percentage of social workers on a permanent contract also has a Red RAG status for Q2. (Actual YTD – 71.2%;

Target – 75%). Targeted action to meet the 75% target is underway which includes improved recruitment offers. Several new CYP measures have been introduced into the report for 2018/19. These measures will be tracked and reported on accordingly throughout the year.

- 3.21 In Adult Social Care, performance has also been good in the use of self-directed support (Actual YTD – 99%, Target YTD – 95%); reflecting a Green RAG status. However, performance for direct payments (Actual YTD – 23.6%, Target YTD – 24%) remains at an Amber RAG this quarter. The Council is looking at bringing Direct payment management back inhouse once the Pendrels contract expires in November 2018. This will assist in better monitoring of the service.
- 3.22 There has been strong performance with regard to public health services. Brent is currently in the top quartile nationally for successful completions (opiates) as a proportion of all drug users in treatment (Green RAG) and no clients reported a waiting time of more than three weeks for their first intervention, which is well above the national average (Green RAG). The percentage of resident completing health checks is on track against its forecast for this time of the year (Green RAG for Q2) and is expected to meet its annual target in March 2019.

Better Place

Sustainable Environment

- 3.23 Three of the Environmental Improvement and Highway Infrastructure indicators have a Red RAG status. The service area is undertaking a range of activities to improve performance in these areas including diversion of food waste from residual waste streams through a food waste campaign. The Red rated indicators are:
- Residual waste disposal tonnage (Actual YTD – 34,640, Target YTD – 31,174)
 - Household recyclables (Actual YTD – 39%; Target – 45%)
 - Percentage of Cat 2 defects repaired on time (Non-emergency repairs: response time to make highways/footways safe within 7-28 days) (Actual YTD – 49%, Target YTD – 98%).

Housing Supply and Provision

- 3.24 There are several new measures in 2018/19 for this service. Six of the housing provision indicators are on target or exceeding their targets and have a Green RAG status.
- 3.25 There are two housing supply indicators that are just below target and have an Amber rating:
- Percentage of properties with a valid gas certificate, (Actual YTD – 99.89%, Target – 100%). Several inspections could not take place due to access issues. These have since been completed in October.
 - Current rent collected as a percentage of rent due, (Actual YTD – 98%, Target – 99.5%). A number of initiatives are in place to improve performance, these include allowing teams to work additional hours on targeted cases.
- 3.26 Four housing supply indicators have Red RAGs:

- Average time to re-let minor voids (Housing Management)
 - Actual YTD – 41.7 days; Annual Target – 24 days
 - Solutions have been put in place to better identify and address problems and thus improve performance. These include changes to the launch of a new voids operating procedure;
 - Better alignment between operational teams during the pre-allocation stage of the process.
- Average time to re-let major voids
 - Actual YTD days – 102; Annual Target – 76days
 - Solutions are the same as for minor voids, listed above.
- The percentage of housing customers satisfied with repairs (Actual YTD – 75.72%, Target – 82%)
 - An improvement action plan has been agreed with Wates and this is now being implemented. The department are monitoring closely and have agreed specific minimum improvements that are expected by the end of December.
- Percentage of calls answered in 3 minutes (Actual YTD – 57%, Target – 80%).
 - A number of interventions have now been put in place to improve performance. These include completing the recruitment programme for the contact centre, developing a more targeted approach to the management of the shop floor, establishing initiatives to reduce failure demands and embedding the new operational systems linked to the change management programme.

Arts and Leisure Facilities

- 3.27 Performance indicators for sports centre visits and engagement levels at Willesden Green library are both exceeding target and have a Green RAG status. The performance indicators for the number of active borrowers and online library interactions is just under target and has an Amber RAG status. The team are focused on posting more online contact and linking better with the sports service platforms.

Better Local

Customer Care

- 3.28 The performance for the timeliness of processed benefits claims has dipped significantly since Q4 2017/18 and has a Red RAG status (Actual YTD – 14.89 days, Target – 8.7 days). A backlog clearance plan is in place and it is hoped that performance should be back to 2017/18 standards by Q4. Telephone call answering rates by BCS (Actual YTD – 66.96%; Target – 80%; Red RAG), and ACD telephone calls answered (Actual YTD – 75.8%; Target YTD – 80%) are also performing below target and have a Red and Amber rating respectively. The service has experienced some technical and reporting difficulties since the launch of 8x8 the Council's new telephone system. BCS are working with Digital Services to improve the new system and identify issues that may have an impact on BCS performance. Average Customer waiting times for face to face appointments (Actual YTD – 17.8 minutes; Target YTD – 30 minutes) is currently Green RAG. Waiting times continue to fall from Q1 which had an average of 18.4 minutes.

- 3.29 There has been a slight dip in Stage 1 and Stage 2 corporate complaints timeliness performance and these indicators remain Red rated (Stage 1 Actual – 93%, YTD Target – 100%; Stage 2 Actual – 79%, YTD Target – 100%). There has however been an increase in performance in the timeliness of Stage 1 statutory complaints (Actual – 90%, YTD Target – 100%). Timeliness of statutory stage 2 complaints has improved significantly this quarter with 100% of cases completed on time. However, both measures remain with a Red RAG. The volume of statutory stage 2 complaints is very low, but the nature of these complaints are complex and Children’s cases must be investigated independently. There has been some difficulty in engaging independent investigators and this is an area of focus in a wider complaints improvement action plan to address timeliness, escalation of complaints and improved management of complaints.
- 3.30 FOI performance is continuing to exceed the ICO’s minimum standard on timeliness and has a Green RAG status again in Q2 (Actual YTD – 91%; Target – 90%).

4.0 Financial Implications

- 4.1 None

5.0 Legal Implications

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

6.0 Equality Implications

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

7.0 Consultation with Ward Members and Stakeholders

- 7.1 Not applicable.

8.0 Human Resources/Property Implications (if appropriate)

- 8.1 None

Report sign off:

PETER GADSDON

Director, Performance, Policy & Partnerships

Cabinet - Corporate Performance Scorecard December 2018

Brent 2020 and Borough Plan Performance Summary – Quarter 2 (July 2018 to September 2018)

How did Brent perform?

Legend:

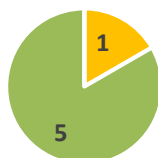


Q2

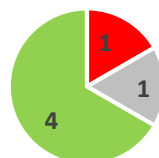


Performance summary of Brent 2020 priorities

Employment and Skills



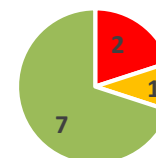
Regeneration



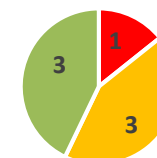
Business and Housing Growth



Demand Management

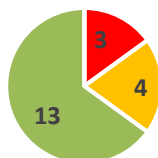


Raising Income

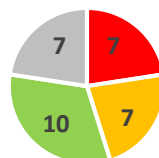


Performance summary of Borough Plan priorities

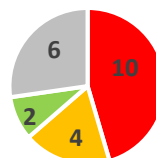
Better Lives



Better Place



Better Local



Brent 2020 and Borough Plan Performance Summary – Quarter 1 (July 2018 to September 2018)
Key for Performance Tables (all priorities)

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

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

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

Table of contents:

Strategic Plan	Priority	Performance measures
Brent 2020	Employment & Skills	Page 3
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	Business & Housing	Page 7
	Demand Management	Page 8
	Raising Income	Page 12
Borough Plan	Better Lives	Page 15
	Better Place	Page 18
	Better Local	Page 23

BRENT 2020 - EMPLOYMENT AND SKILLS

KPI ID:	2017/18 OUTTURN	Q1 18/19	Jul-18	Aug-18	Sep-18	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS																				
Priority Areas - The Living Room (TLR) - Employment Outcomes	40	14	12	12	16	54	23	GREEN	<p>Comment: Excellent summer performance and significantly ahead of the year to date target and have now surpassed the annual target for 2018-19.</p> <p>Actions: Continue engagement with stakeholders and continual support for other council departments, particularly the expansion of Community Hubs agreed by Cabinet this quarter. Contribute to the council Universal Credit transition in the coming months.</p>																				
	<div>Priority Areas - The Living Room (TLR) - Employment Outcomes</div> <table><thead><tr><th>Month</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Apr-18</td><td>1</td><td>12</td></tr><tr><td>May-18</td><td>6</td><td>12</td></tr><tr><td>Jun-18</td><td>7</td><td>12</td></tr><tr><td>Jul-18</td><td>12</td><td>12</td></tr><tr><td>Aug-18</td><td>12</td><td>12</td></tr><tr><td>Sep-18</td><td>16</td><td>12</td></tr></tbody></table>									Month	Actual	Target	Apr-18	1	12	May-18	6	12	Jun-18	7	12	Jul-18	12	12	Aug-18	12	12	Sep-18	16
Month	Actual	Target																											
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Sep-18	16	12																											
LEAD MEMBER: Cllr Agha																													
STRATEGIC DIRECTOR: Amar Dave																													
GOOD IS: Bigger is better																													

KPI ID:	2017/18 OUTTURN	Q1 18/19	Jul-18	Aug-18	Sep-18	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS																				
Brent Works - Apprenticeship Outcomes	40	28	3	5	8	44	25	GREEN	Comment: Q2 outcomes for Brent Works is 16 confirmed Apprenticeship starts. 21 overall offers were made across Q2 with 3 candidates declining their offer and 8 candidates awaiting start dates (all anticipated to be across Q3). Significant improvement continues to be seen across the construction remit as developers' Section 106 Agreement commitments are supported by Brent Works. With the remaining 8 starts due imminently, this will mean the service has delivered 52 outcomes at the start of Qrt 3.																				
	<div><div>Brent Works - Apprenticeship Outcomes</div><table><caption>Brent Works - Apprenticeship Outcomes</caption><thead><tr><th>Month</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Apr-18</td><td>21</td><td>12</td></tr><tr><td>May-18</td><td>5</td><td>12</td></tr><tr><td>Jun-18</td><td>2</td><td>12</td></tr><tr><td>Jul-18</td><td>3</td><td>12</td></tr><tr><td>Aug-18</td><td>5</td><td>12</td></tr><tr><td>Sep-18</td><td>8</td><td>12</td></tr></tbody></table></div>								Month	Actual	Target	Apr-18	21	12	May-18	5	12	Jun-18	2	12	Jul-18	3	12	Aug-18	5	12	Sep-18	8	12
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KPI ID:	2017/18 OUTTURN	Q1 18/19	Jul-18	Aug-18	Sep-18	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS																					
Brent Works - Job Outcomes	86	37	13	7	7	64	50	GREEN	<p>Comment: The team ended Q2 on 27 outcomes with 43 overall offers were made across the quarter with an additional 17 awaiting start dates. The team are currently working against 17 live vacancies. The team continue to focus on their strategy to support more employment vacancies with new employer leads in Park Royal and against the S106 obligations. A highlight of the quarter is the placement of 11 residents in to the newly acquired contract with Hyperopic who are installing superfast broadband. Actions: (1) Key employer accounts set up with Comensura recruitment, Hyperoptic, LDO recruitment and Box Park. (2)Continue to maintain strong relationships with employers engaging with Brent Works for ongoing recruitment needs. (3)Continued focus on developing partnership working with providers such as JCP and CNWL. (4)Support care leavers given work experience with Stadium events.</p>																					
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BRENT 2020 - EMPLOYMENT AND SKILLS

KPI ID:	2017/18 OUTTURN	Q1 18/19	Jul-18	Aug-18	Sep-18	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS																					
Brent Starts Achievement Rate <i>(now referred to by Education and Skills Funding Agency (ESFA) as Pass Rate)</i>	93%	95.3%	95.3%	95.3%	94%	95.1%	94%	GREEN	Comment: Overall Pass rate has improved from the previous year 92.2% to 94%, along with overall achievement from 86.4% to 89.3%. Action: Self Assessment Report in November 2018 will review the service (an annual process) across themes of safeguarding, leadership and management, achievement and destinations/ progression of students.																					
LEAD MEMBER: Cllr Agha	<div><p>Brent Starts Achievement Rate</p><table><thead><tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Apr-18</td><td>95.3%</td><td>94%</td></tr><tr><td>May-18</td><td>95.3%</td><td>94%</td></tr><tr><td>Jun-18</td><td>95.3%</td><td>94%</td></tr><tr><td>Jul-18</td><td>95.3%</td><td>94%</td></tr><tr><td>Aug-18</td><td>95.3%</td><td>94%</td></tr><tr><td>Sep-18</td><td>94.0%</td><td>94%</td></tr></tbody></table></div>									Month	Actual (%)	Target (%)	Apr-18	95.3%	94%	May-18	95.3%	94%	Jun-18	95.3%	94%	Jul-18	95.3%	94%	Aug-18	95.3%	94%	Sep-18	94.0%	94%
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KPI ID:	2017/18 OUTTURN	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS															
	51.1%	48.2%	51.1%	49.2%	47.5%	47.5%	52%	Amber																
Percentage of care leavers (19-21 year olds) in education, employment or training (EET)	<div>Percentage of care leavers in education, employment or training</div> <table><thead><tr><th>Quarter</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Q3 17/18</td><td>44%</td><td>52%</td></tr><tr><td>Q4 17/18</td><td>44%</td><td>52%</td></tr><tr><td>Q1 18/19</td><td>49.2%</td><td>52%</td></tr><tr><td>Q2 18/19</td><td>47.5%</td><td>52%</td></tr></tbody></table>								Quarter	Actual (%)	Target (%)	Q3 17/18	44%	52%	Q4 17/18	44%	52%	Q1 18/19	49.2%	52%	Q2 18/19	47.5%	52%	<p>Comment: This data is calculated based on a DfE formula which is 4 month period before and after birthdays of young people and therefore is not reflecting the current situation of all care leavers. Measures are in place to increase the number of care leavers in EET.</p>
Quarter	Actual (%)	Target (%)																						
Q3 17/18	44%	52%																						
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KPI ID:	2017/18 OUTTURN	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS													
Percentage of academic age 16-17 year olds who are not in education, employment or training (NEET)	1.6%	1.8%	1.6%	1.5%	0.8%	0.80%	1.8%	Green	Comment: The quarter 2 figure of 0.8% isn't representative of the NEET cohort due to the start of the new academic year. Young people are still in transition and tracking is ongoing. School, college, and training provider lists are still being received and will be all the way up to December. Therefore a more accurate figure will be available in quarter 3.													
	<div>Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)</div> <table><thead><tr><th>Quarter</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Q3 17/18</td><td>1.5%</td><td>1.8%</td></tr><tr><td>Q4 17/18</td><td>1.6%</td><td>1.8%</td></tr><tr><td>Q1 18/19</td><td>1.5%</td><td>1.8%</td></tr><tr><td>Q2 18/19</td><td>0.8%</td><td>1.8%</td></tr></tbody></table>									Quarter	Actual (%)	Target (%)	Q3 17/18	1.5%	1.8%	Q4 17/18	1.6%	1.8%	Q1 18/19	1.5%	1.8%	Q2 18/19
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LEAD MEMBER: Cllr Agha									BENCHMARK DATA													
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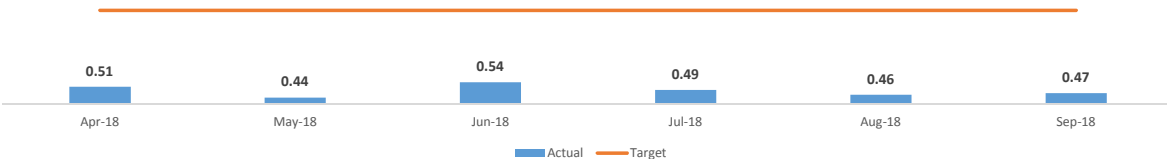
BRENT 2020 - REGENERATION (Physical, Economic & Social)

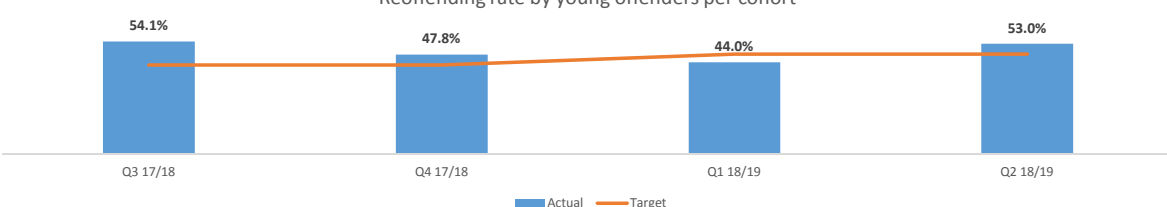
KPI ID:	2017/18 OUTTURN	Q1 18/19	Jul-18	Aug-18	Sep-18	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS																					
Percentage of major applications determined in 13 weeks or other formally agreed time over rolling two year period	85.7%	89.0%	93.6%	94.4%	94.5%	94.5%	82%	GREEN	<p>Comment: Performance is well above the government designation threshold of 60%. Focus is on committee scheduling and using agreed extensions of time to ensure high levels of performance. Performance month by month is showing an upward trend.</p>																					
LEAD MEMBER: Cllr Tatler	<div>Percentage of major applications determined in 13 weeks or other formally agreed time over rolling two year period</div> <table><thead><tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Apr-18</td><td>87.9%</td><td>82%</td></tr><tr><td>May-18</td><td>88.7%</td><td>82%</td></tr><tr><td>Jun-18</td><td>90.4%</td><td>82%</td></tr><tr><td>Jul-18</td><td>93.6%</td><td>82%</td></tr><tr><td>Aug-18</td><td>94.4%</td><td>82%</td></tr><tr><td>Sep-18</td><td>94.5%</td><td>82%</td></tr></tbody></table>									Month	Actual (%)	Target (%)	Apr-18	87.9%	82%	May-18	88.7%	82%	Jun-18	90.4%	82%	Jul-18	93.6%	82%	Aug-18	94.4%	82%	Sep-18	94.5%	82%
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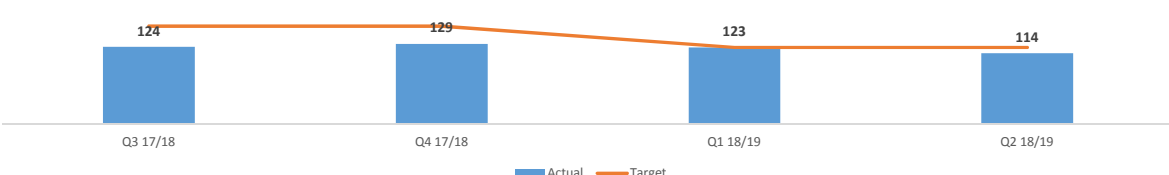
KPI ID:	2017/18 OUTTURN	Q1 18/19	Jul-18	Aug-18	Sep-18	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS																					
Percentage of non majors (minors and others) applications determined in 8 weeks or other formally agreed time over rolling two year	78.0%	84.5%	87.0%	88.8%	86.8%	86.6%	76%	GREEN	<p>Comment: Performance is well above the government designation threshold of 70%. Performance month by month is showing an upward trend.</p>																					
LEAD MEMBER: Cllr Tatler	<p>Percentage of minor applications determined in 8 weeks or other formally agreed time)</p> <table><caption>Percentage of minor applications determined in 8 weeks or other formally agreed time)</caption><thead><tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Apr-18</td><td>83.6%</td><td>76%</td></tr><tr><td>May-18</td><td>84.5%</td><td>76%</td></tr><tr><td>Jun-18</td><td>85.4%</td><td>76%</td></tr><tr><td>Jul-18</td><td>87.0%</td><td>76%</td></tr><tr><td>Aug-18</td><td>88.8%</td><td>76%</td></tr><tr><td>Sep-18</td><td>86.8%</td><td>76%</td></tr></tbody></table>									Month	Actual (%)	Target (%)	Apr-18	83.6%	76%	May-18	84.5%	76%	Jun-18	85.4%	76%	Jul-18	87.0%	76%	Aug-18	88.8%	76%	Sep-18	86.8%	76%
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KPI ID:	2017/18 OUTTURN	Q1 18/19	Jul-18	Aug-18	Sep-18	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS												
Number of illegally dumped waste incidents reported on public land (large and small)	18,526	6,428	2,350	1,860	2,090	12,728	n/a	Contextual	<p>Comment: Continued promotion of the Cleaner Brent app and the use of Veolia's technology and reporting via the contact centre have kept levels of reporting on the increase. This is positive as it ensures illegal waste dumping is removed quickly.</p> <p>Action: We are continuing to promote the "Love Where You Live" campaign and the area based Neighbourhood Managers and Enforcement Officers continue to tackle the issue of illegal rubbish dumping.</p>												
	<div><p>Number of illegally dumped waste incidents reported on public land (large and small)</p><table><thead><tr><th>Month</th><th>Actual</th></tr></thead><tbody><tr><td>Apr-18</td><td>1,959</td></tr><tr><td>May-18</td><td>2,331</td></tr><tr><td>Jun-18</td><td>2,138</td></tr><tr><td>Jul-18</td><td>2,350</td></tr><tr><td>Aug-18</td><td>1,860</td></tr><tr><td>Sep-18</td><td>2,090</td></tr></tbody></table></div>									Month	Actual	Apr-18	1,959	May-18	2,331	Jun-18	2,138	Jul-18	2,350	Aug-18	1,860
Month	Actual																				
Apr-18	1,959																				
May-18	2,331																				
Jun-18	2,138																				
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Sep-18	2,090																				
LEAD MEMBER: Cllr Sheth									BENCHMARK DATA												
STRATEGIC DIRECTOR: Amar Dave																					
GOOD IS: Smaller is better																					

BRENT 2020 - REGENERATION (Physical, Economic & Social)

KPI ID:	2017/18 OUTTURN	Q1 18/19	Jul-18	Aug-18	Sep-18	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS
Average time taken to remove illegally dumped waste (days)	0.68	0.50	0.49	0.46	0.47	0.49	1	GREEN	<p>Comment: Despite the high number of reports to the Council, performance remains ahead of target, with YTD performance showing an improvement of 0.25 days (34%) compared to the same period in 2017/18.</p>
LEAD MEMBER: Cllr Sheth	<p>Average time taken to remove illegally dumped waste (days)</p> 								
STRATEGIC DIRECTOR: Amar Dave									
GOOD IS: Smaller is better									
									BENCHMARK DATA

KPI ID:	2017/18 OUTTURN	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS															
Reoffending rate by young offenders per cohort	47.8%	54.1%	47.8%	44.0%	53.0%	53.0%	48.1%	Red	Comment: Number of Reoffenders (35) / Number in Cohort (66) = 53.0%. Due to the small cohort the rate is particularly susceptible to volatile changes as witnessed in recent reporting periods displaying a low of 41% and a high of 57.5%. Measure is based on a 3 month cohort of offenders. Data for this quarter is based on the July 2016 - September 2016 cohort.															
	<div>Reoffending rate by young offenders per cohort</div>  <table border="1"><thead><tr><th>Quarter</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Q3 17/18</td><td>54.1%</td><td>48.1%</td></tr><tr><td>Q4 17/18</td><td>47.8%</td><td>48.1%</td></tr><tr><td>Q1 18/19</td><td>44.0%</td><td>48.1%</td></tr><tr><td>Q2 18/19</td><td>53.0%</td><td>48.1%</td></tr></tbody></table>									Quarter	Actual	Target	Q3 17/18	54.1%	48.1%	Q4 17/18	47.8%	48.1%	Q1 18/19	44.0%	48.1%	Q2 18/19	53.0%	48.1%
	Quarter	Actual	Target																					
Q3 17/18	54.1%	48.1%																						
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LEAD MEMBER: Cllr Patel																								
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KPI ID:	2017/18 OUTTURN	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS															
First time entrants to the Youth Justice System aged 10-17 per cohort	129	134	132	123	114	114	123	GREEN	<p>Comment: The data for this indicator comes from the Police National Computer and is published by the MoJ. The data is shown in rolling full-years for the 12 months to March, July, September, and December of each year. The latest figures available are for April 2017 to March 2018.</p> <p>Due to this being annual rolling figure, the individual quarters should not be used cumulatively.</p>															
	<p>First time entrants to the Youth Justice System aged 10-17 per cohort</p>  <table border="1"><thead><tr><th>Quarter</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Q3 17/18</td><td>124</td><td>123</td></tr><tr><td>Q4 17/18</td><td>129</td><td>123</td></tr><tr><td>Q1 18/19</td><td>123</td><td>123</td></tr><tr><td>Q2 18/19</td><td>114</td><td>123</td></tr></tbody></table>									Quarter	Actual	Target	Q3 17/18	124	123	Q4 17/18	129	123	Q1 18/19	123	123	Q2 18/19	114	123
	Quarter	Actual	Target																					
	Q3 17/18	124	123																					
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LEAD MEMBER: Cllr Patel																								
STRATEGIC DIRECTOR: Gail Tolley																								
GOOD IS: Smaller is better																								
									BENCHMARK DATA															

BRENT 2020 - BUSINESS AND HOUSING GROWTH

KPI ID:	2017/18 OUTTURN	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS															
Number of Empty properties refurbished and brought back into use within the Borough	50	18	13	13	22	35	25	GREEN	<p>Comment: Programme well on target to achieve end of year results. 70% of full year targets already achieved with further cases in the pipeline.</p>															
	<div>Empty properties brought back into use</div> <table><caption>Empty properties brought back into use</caption><thead><tr><th>Quarter</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Q3 17/18</td><td>18</td><td>25</td></tr><tr><td>Q4 17/18</td><td>13</td><td>25</td></tr><tr><td>Q1 18/19</td><td>13</td><td>25</td></tr><tr><td>Q2 18/19</td><td>22</td><td>25</td></tr></tbody></table> <p>Legend: Actual (Blue Bar) Target (Orange Line)</p>									Quarter	Actual	Target	Q3 17/18	18	25	Q4 17/18	13	25	Q1 18/19	13	25	Q2 18/19	22	25
	Quarter	Actual	Target																					
Q3 17/18	18	25																						
Q4 17/18	13	25																						
Q1 18/19	13	25																						
Q2 18/19	22	25																						
LEAD MEMBER: Cllr Southwood									BENCHMARK DATA															
STRATEGIC DIRECTOR: Phil Porter																								
GOOD IS: Bigger is better																								

BRENT 2020 - DEMAND MANAGEMENT

KPI ID:	2017/18 OUTTURN	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS													
Number of households (families & singles) in Temporary accommodation (TA)	2,450	2,530	2,450	2,342	2,331	2,331	2,775	GREEN	Comment: The continued allocation of 70 % of all available social housing to accepted homeless households in TA, combined with preventing homelessness and making good use of the Private Rented Sector (PRS) to end homelessness has resulted in the overall number of households in TA decreasing ahead of the forecast figure.													
	<div>Households in Temporary Accommodation</div> <table><thead><tr><th>Period</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Q3 17/18</td><td>2,530</td><td>2,775</td></tr><tr><td>Q4 17/18</td><td>2,450</td><td>2,775</td></tr><tr><td>Q1 18/19</td><td>2,342</td><td>2,775</td></tr><tr><td>Q2 18/19</td><td>2,331</td><td>2,775</td></tr></tbody></table>									Period	Actual	Target	Q3 17/18	2,530	2,775	Q4 17/18	2,450	2,775	Q1 18/19	2,342	2,775	Q2 18/19
Period	Actual	Target																				
Q3 17/18	2,530	2,775																				
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LEAD MEMBER: Cllr Southwood																						
STRATEGIC DIRECTOR: Phil Porter																						
GOOD IS: Smaller is better																						
BENCHMARK DATA																						

KPI ID:	2017/18 OUTTURN	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS													
Number of households in non-self-contained Bed & Breakfast (B&B)	51	40	51	66	77	77	30	RED	<p>Comment: The impact of the enactment of the Homelessness Reduction Act in April has led to a significant increase in the use of B&B, especially bookings of single households. The new Act is also having an impact on the duration that households are staying in B&B once they are booked in. The planned decant of Knowles House will add even greater pressure to B&B and therefore the target set of 30 households will not be achievable.</p> <p>Action: A new TA scheme at Honeypot Lane is now available, which will mitigate some of the impact of the planned decant, and the Accommodation Services team are working to increase the number of affordable PRS units that are available to move families on from B&B.</p>													
	<div><p>Number of households in non-self-contained B&B</p><table border="1"><thead><tr><th>Period</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Q3 17/18</td><td>40</td><td>30</td></tr><tr><td>Q4 17/18</td><td>51</td><td>30</td></tr><tr><td>Q1 18/19</td><td>66</td><td>30</td></tr><tr><td>Q2 18/19</td><td>77</td><td>30</td></tr></tbody></table></div>									Period	Actual	Target	Q3 17/18	40	30	Q4 17/18	51	30	Q1 18/19	66	30	Q2 18/19
Period	Actual	Target																				
Q3 17/18	40	30																				
Q4 17/18	51	30																				
Q1 18/19	66	30																				
Q2 18/19	77	30																				
LEAD MEMBER: Cllr Southwood																						
STRATEGIC DIRECTOR: Phil Porter																						
GOOD IS: Smaller is better																						
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KPI ID:	2017/18 OUTTURN	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS							
Percentage of households to whom the Council owes a main housing duty (previously reported as a number)	493 (number)	40 (number)	51 (number)	18.80%	18.40%	18.40%	50%	GREEN	Comment: The Homelessness Reduction Act allows 56 days to prevent homelessness and a further 56 days to relieve it once someone is homeless. Only after this stage do we assess whether we owe a main housing duty. Performance against this measure in Q1-2 is good at 18%, but it will be some time before the remainder of cases pass through the prevention and relief phases and we can get a full picture of performance in this area.							
	<div><p>Accepted homeless</p><table><thead><tr><th>Period</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Q1 18/19</td><td>18.80%</td><td>50%</td></tr><tr><td>Q2 18/19</td><td>18.40%</td><td>50%</td></tr></tbody></table></div>									Period	Actual	Target	Q1 18/19	18.80%	50%	Q2 18/19
Period	Actual	Target														
Q1 18/19	18.80%	50%														
Q2 18/19	18.40%	50%														
LEAD MEMBER: Cllr Southwood									BENCHMARK DATA							
STRATEGIC DIRECTOR: Phil Porter																
GOOD IS: Smaller is better																

BRENT 2020 - DEMAND MANAGEMENT

KPI ID:	2017/18 OUTTURN	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS									
Percentage of Homelessness prevented and relieved (previously reported as a number)	599 (number)	246 (number)	177 (number)	29.34%	33.16%	33.16%	50%	RED	Comment: As explained above, there are a large number of cases still in the prevention and relief phases, for whom the outcome against this measure is unknown. Performance against this measure is closely wedged to supply in the private sector. We are currently consulting on amendments to our allocations policy to enable housing providers to increase the amount of privately rented accommodation they can lease, and we are joining a consortium of London authorities that is coming together with the sole aim of increasing the supply of private sector properties available to homeless households.									
	<div>Homeless Prevention</div> <table><caption>Homeless Prevention Data</caption><thead><tr><th>Period</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Q1 18/19</td><td>29.34%</td><td>50%</td></tr><tr><td>Q2 18/19</td><td>33.16%</td><td>50%</td></tr></tbody></table>									Period	Actual	Target	Q1 18/19	29.34%	50%	Q2 18/19	33.16%	50%
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<div>Legend: Actual Target</div>																		
LEAD MEMBER: Cllr Southwood									BENCHMARK DATA									
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KPI ID:	2017/18 OUTTURN	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS													
New admissions to residential & nursing care homes, 18-64 (cumulative)	28	23	28	6	6	6	14	GREEN	Comment: The demand for placements continues to increase, due to a variety of factors, including increasing complexity of need. A challenging target is set to encourage alternative provision. All 18-64 placements are signed off by the Operation Director which ensures placements are made only when it is necessary, and this is usually due to a safeguarding concern.													
	<div><p>New admissions to residential & nursing care homes, 18-64 (cumulative)</p><table><thead><tr><th>Period</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Q3 17/18</td><td>23</td><td></td></tr><tr><td>Q4 17/18</td><td>28</td><td></td></tr><tr><td>Q1 18/19</td><td>6</td><td></td></tr><tr><td>Q2 18/19</td><td>6</td><td>14</td></tr></tbody></table></div>									Period	Actual	Target	Q3 17/18	23		Q4 17/18	28		Q1 18/19	6		Q2 18/19
Period	Actual	Target																				
Q3 17/18	23																					
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LEAD MEMBER: Cllr Farah																						
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GOOD IS: Smaller is better																						
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KPI ID:	2017/18 OUTTURN	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS													
New admissions to residential & nursing care homes, 65+ (cumulative)	149	118	149	38	55	55	74	GREEN	Comment: The demand for placements has increased in Q2 due to the increasing population and people living longer with increasingly complex conditions. A challenging target is set to encourage alternative provision. All placements are signed off by Service managers which ensures placements are made only when required, and despite delays in the delivery of Visram House, we are on track to achieve this target.													
	<div><p>New admissions to residential & nursing care homes, 65+ (cumulative)</p><table><thead><tr><th>Period</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Q3 17/18</td><td>118</td><td>-</td></tr><tr><td>Q4 17/18</td><td>149</td><td>-</td></tr><tr><td>Q1 18/19</td><td>38</td><td>-</td></tr><tr><td>Q2 18/19</td><td>55</td><td>74</td></tr></tbody></table></div>									Period	Actual	Target	Q3 17/18	118	-	Q4 17/18	149	-	Q1 18/19	38	-	Q2 18/19
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LEAD MEMBER: Cllr Farah									BENCHMARK DATA													
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BRENT 2020 - DEMAND MANAGEMENT

KPI ID:	2017/18 OUTTURN	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS													
The outcome of short-term services: sequel to service (REABLEMENT)	78.0%	80.0%	83.0%	82.6%	76.6%	79.6%	75%	GREEN	Comment: The Integrated Rehabilitation and Reablement Service (IRRS) is performing well with numbers steadily increasing. Uptake has been supported the introduction of Homefirst which allows those who will not benefit from Reablement to receive Homefirst instead meaning the service can be directed at those who will benefit from it in full.													
	<div><p>The outcome of short-term services: sequel to service (REABLEMENT)</p><table><thead><tr><th>Period</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Q3 17/18</td><td>80.0%</td><td>75%</td></tr><tr><td>Q4 17/18</td><td>83.0%</td><td>75%</td></tr><tr><td>Q1 18/19</td><td>82.6%</td><td>75%</td></tr><tr><td>Q2 18/19</td><td>76.6%</td><td>75%</td></tr></tbody></table></div>									Period	Actual	Target	Q3 17/18	80.0%	75%	Q4 17/18	83.0%	75%	Q1 18/19	82.6%	75%	Q2 18/19
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KPI ID:	2017/18 OUTTURN	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS															
Average monthly acute delayed transfers of care (DToc) attributable to ASC	3.20	4.30	3.50	4.95	4.46	4.71	6.50	GREEN	<p>Comment: We have made significant improvements in Q2 in reducing delays. With the introduction of Homefirst and 7 day working we are confident that we will be able to meet the target.</p>															
LEAD MEMBER: Cllr Farah	<p>The outcome of short-term services: sequel to service (REABLEMENT)</p> <table><thead><tr><th>Period</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Q3 17/18</td><td>4.30</td><td>6.50</td></tr><tr><td>Q4 17/18</td><td>3.50</td><td>6.50</td></tr><tr><td>Q1 18/19</td><td>4.95</td><td>6.50</td></tr><tr><td>Q2 18/19</td><td>4.46</td><td>6.50</td></tr></tbody></table>									Period	Actual	Target	Q3 17/18	4.30	6.50	Q4 17/18	3.50	6.50	Q1 18/19	4.95	6.50	Q2 18/19	4.46	6.50
Period										Actual	Target													
Q3 17/18	4.30	6.50																						
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KPI ID:	2017/18 OUTTURN	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS															
Average days between a child entering care and moving in with his/her adoptive family, for those adopted	379	378.7	378.7	358.0	354.6	354.6	426	GREEN	<p>Comment: Our performance continues to be good in this area. This is down to our focus on early permanency from the beginning of a child's journey in care.</p>															
LEAD MEMBER: Cllr Patel	<p>Average days between a child entering care and moving in with its adoptive family, for those adopted</p> <table><thead><tr><th>Period</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Q3 17/18</td><td>378.7</td><td>426</td></tr><tr><td>Q4 17/18</td><td>378.7</td><td>426</td></tr><tr><td>Q1 18/19</td><td>358.0</td><td>426</td></tr><tr><td>Q2 18/19</td><td>354.6</td><td>426</td></tr></tbody></table>									Period	Actual	Target	Q3 17/18	378.7	426	Q4 17/18	378.7	426	Q1 18/19	358.0	426	Q2 18/19	354.6	426
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BRENT 2020 - DEMAND MANAGEMENT

KPI ID:	2017/18 OUTTURN	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS																					
Percentage of Looked After Children placed with foster carers	68.70%	63.90%	65.30%	66.67%	68.90%	68.90%	70%	Amber	<p>Comment: This is consistent with end of year data (17/18). This is an improved picture given that over 40% of the LAC population is over the age of 16 and lack of sufficiency around foster placements for this cohort on a national level. Our work is ongoing to achieve further improvement.</p>																					
	<p>Percentage of Looked After Children placed with foster carers</p> <table><thead><tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Apr-18</td><td>68.67%</td><td>70%</td></tr><tr><td>May-18</td><td>68.06%</td><td>70%</td></tr><tr><td>Jun-18</td><td>66.7%</td><td>70%</td></tr><tr><td>Jul-18</td><td>66.5%</td><td>70%</td></tr><tr><td>Aug-18</td><td>67.1%</td><td>70%</td></tr><tr><td>Sep-18</td><td>68.9%</td><td>70%</td></tr></tbody></table> <p>Legend: Actual (Blue Bar) Target (Orange Line)</p>									Month	Actual (%)	Target (%)	Apr-18	68.67%	70%	May-18	68.06%	70%	Jun-18	66.7%	70%	Jul-18	66.5%	70%	Aug-18	67.1%	70%	Sep-18	68.9%	70%
	Month	Actual (%)	Target (%)																											
Apr-18	68.67%	70%																												
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LEAD MEMBER: Cllr Patel																														
STRATEGIC DIRECTOR: Gail Tolley																														
GOOD IS: Bigger is better																														
BENCHMARK DATA																														

BRENT 2020 - RAISING INCOME

KPI ID:	2017/18 OUTTURN	Q1 18/19	Jul-18	Aug-18	Sep-18	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS																					
	98.20%	28.80%	37.03%	46.17%	54.62%	54.62%	58.03%	AMBER																						
Non-Domestic Business Rates (NNDR)	<div>Non-Domestic Business Rates (NNDR)</div> <table><thead><tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Apr-18</td><td>8.86%</td><td>18.97%</td></tr><tr><td>May-18</td><td>18.97%</td><td>28.08%</td></tr><tr><td>Jun-18</td><td>28.08%</td><td>37.03%</td></tr><tr><td>Jul-18</td><td>37.03%</td><td>46.17%</td></tr><tr><td>Aug-18</td><td>46.17%</td><td>54.62%</td></tr><tr><td>Sep-18</td><td>54.62%</td><td></td></tr></tbody></table>								Month	Actual (%)	Target (%)	Apr-18	8.86%	18.97%	May-18	18.97%	28.08%	Jun-18	28.08%	37.03%	Jul-18	37.03%	46.17%	Aug-18	46.17%	54.62%	Sep-18	54.62%		<p>Comment: Collection behind last year due to Brent occupied properties not having paid their NNDR liability (they were paid in September last year) - this equates to nearly 2%. Plus more ratepayers paying over 12 months rather than 10 months which means more payments due in February and March and slightly less in the first 10 months of the year.</p>
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KPI ID:	2017/18 OUTTURN	Q1 18/19	Jul-18	Aug-18	Sep-18	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS																				
Percentage of Council Tax collected	96.30%	30.58%	39.54%	48.11%	56.83%	56.83%	56.90%	AMBER	<p>Comment: Collection slightly behind target but note the target is based on a year end collection of 96.5% which is unlikely to be achieved. It is 0.4% ahead of same time last year so on course to exceed last year but still needs proactive recovery action in second half of year (planned) to ensure this is achieved especially as there is likely to be a significant number of new properties which will increase the debit</p>																				
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KPI ID:	2017/18 OUTTURN	Q1 18/19	Jul-18	Aug-18	Sep-18	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS																					
Value of CT/HB overpayments recovered	£10,300,000	£2,328,465	£889,057	£878,964	£844,217	£4,940,703	£4,975,000	AMBER	<p>Comment: Performance is at 99.3% of target and forecast to meet the overall target for the year. The post of Service Manager for Debt and Income has just been filled as have seven officer vacancies on the Debt teams, which will enable greater opportunity to increase recovery moving forward.</p>																					
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BRENT 2020 - RAISING INCOME

KPI ID:	2017/18 OUTTURN	Q1 18/19	Jul-18	Aug-18	Sep-18	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS																					
Value of Council Tax arrears recovered	£3,100,000	£613,670	£249,745	£243,635	£254,385	£1,361,525	£1,600,000	RED	<p>Comment: Unlikely to achieve year end target of £3.1M but ahead of this time last year.</p> <p>Action: Use of debt collection companies for chasing large debts through bankruptcy and charging order showing positive results and proactive campaigns will ensure collection is optimised</p>																					
LEAD MEMBER: Cllr Southwood	<div>Value of Council Tax arrears recovered</div> <table><caption>Value of Council Tax arrears recovered</caption><thead><tr><th>Month</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>Apr-18</td><td>£37,360</td><td></td></tr><tr><td>May-18</td><td>£307,935</td><td></td></tr><tr><td>Jun-18</td><td>£613,670</td><td></td></tr><tr><td>Jul-18</td><td>£863,505</td><td></td></tr><tr><td>Aug-18</td><td>£1,107,140</td><td></td></tr><tr><td>Sep-18</td><td>£1,361,525</td><td></td></tr></tbody></table>									Month	Actual	Target	Apr-18	£37,360		May-18	£307,935		Jun-18	£613,670		Jul-18	£863,505		Aug-18	£1,107,140		Sep-18	£1,361,525	
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KPI ID:	2017/18 OUTTURN	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS
Revenue income secured from commercial portfolio	£2,403,000	£633,000	£750,000	£618,750	£696,000	£1,314,750	£1,201,500	Green	Comment: On target for Q1 and Q2
	<div>Revenue income secured from commercial portfolio</div> <div><div><div><div>£548,000</div><div>Q3 17/18</div></div><div><div>£633,000</div><div>Q4 17/18</div></div><div><div>£618,750</div><div>Q1 18/19</div></div><div><div>£696,000</div><div>Q2 18/19</div></div></div><div><div>Actual</div><div>Target</div></div></div>								
LEAD MEMBER: Cllr McLennan									BENCHMARK DATA
STRATEGIC DIRECTOR: Althea Loderick									
GOOD IS: Bigger is better									

KPI ID:	2017/18 OUTTURN	Q1 18/19	Jul-18	Aug-18	Sep-18	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS																			
Registration and Nationality external income achieved to date	£973,680	£258,305	£82,331	£92,829	£86,915	£520,380	£470,000	Green	Comment: The income target has been exceeded due to maximising appointments during the week and weekend. In addition agency staff covering maternity and long term sickness has given extra capacity. This has allowed us to operate double service diaries to enhance the number of Nationality Document Return Service & Nationality Checking Service appointments as well as Private ceremonies which provide discretionary income. NDRS & settlement services will not operate through the councils jurisdiction with affect from 30/11/18, therefore there will no longer be a joint Nationality and passport service offer to the public. The Home Office have agreed for LAs to continue with the paper Nationality Checking service until 31/12/18.																			
	<div>Registration and Nationality external income achieved to date</div> <table><thead><tr><th>Month</th><th>Actual</th><th>Forecast</th></tr></thead><tbody><tr><td>Apr-18</td><td>£87,855</td><td></td></tr><tr><td>May-18</td><td>£177,580</td><td></td></tr><tr><td>Jun-18</td><td>£258,305</td><td></td></tr><tr><td>Jul-18</td><td>£340,636</td><td></td></tr><tr><td>Aug-18</td><td>£433,465</td><td></td></tr><tr><td>Sep-18</td><td>£520,380</td><td></td></tr></tbody></table>									Month	Actual	Forecast	Apr-18	£87,855		May-18	£177,580		Jun-18	£258,305		Jul-18	£340,636		Aug-18	£433,465		Sep-18
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BRENT 2020 - RAISING INCOME

KPI ID:	2017/18 OUTTURN	Q1 18/19	Jul-18	Aug-18	Sep-18	ACTUAL YTD	TARGET YTD	RAG	COMMENTS AND ACTIONS																			
Additional income generated by Building Control	£61,589	£380,750	£173,917	£117,917	£83,917	£756,500	£707,000	GREEN	Comment: Target income budget full year £1,414,000, currently we are £49,500 in excess of the income projected YTD. Last year outturn was based on additional income generated by associate model. This year income generation by associates is already incorporated in the service income target																			
	<div>Additional income generated by Building Control</div> <table><thead><tr><th>Month</th><th>Actual</th><th>Forecast</th></tr></thead><tbody><tr><td>Apr-18</td><td>57,917</td><td>134,833</td></tr><tr><td>May-18</td><td>134,833</td><td>134,833</td></tr><tr><td>Jun-18</td><td>380,750</td><td>380,750</td></tr><tr><td>Jul-18</td><td>554,667</td><td>554,667</td></tr><tr><td>Aug-18</td><td>672,584</td><td>672,584</td></tr><tr><td>Sep-18</td><td>756,500</td><td>756,500</td></tr></tbody></table> <p>Legend: Actual (Blue Bar), Forecast (Orange Line)</p>									Month	Actual	Forecast	Apr-18	57,917	134,833	May-18	134,833	134,833	Jun-18	380,750	380,750	Jul-18	554,667	554,667	Aug-18	672,584	672,584	Sep-18
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Making sure that our children and young people have access to the best education and training, achieve to their potential and have the best start in life

Schools and Education

Performance Indicator	17/18 Outturn	Q1	Q2	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
No. of CYP applying for Yr 7, 8, 9, 10 & 11 (ages 11-16) not offered a school place w/in 4 wks	6	0	0	0	0	Smaller is Better	Green	-	Comment: In 2018/19 all applications have been offered a school place within 4 weeks.	Gail Tolley	Cllr Agha
Percentage of pupils attending Brent schools that are judged as being either good or outstanding	96%	96.0%	95.0%	95.0%	100%	Bigger is Better	Amber	-	Comment: During Q2 there were two inspection reports published. Curzon Crescent Nursery School maintained its Good judgement, and Harlesden Primary School was judged Requires Improvement having previously been judged Good. Harlesden Primary School was negatively impacted by turbulence within its senior leadership team during the first two terms of the last academic year. This was resolved positively by the summer term which the HMI acknowledged but not in time to secure the required impact on the quality of provision by the start of the current academic year. The HMI did comment positively on the LA's support for the school over the last year.	Gail Tolley	Cllr Agha

Supporting vulnerable people and families when they need it

Children's Social Care

Performance Indicator	17/18 Outturn	Q1	Q2	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Rate of child and family assessments per 10,000 children	New for 2018/19	141.8	282.5	282.5	325.0	Smaller is Better	Green	-	Comment: At the current assessment rate we are predicting a rate of 565 per 10,000 CFAs this year. This has steadily dropped since May (699) and is coming closer to the National average of 515 and SN of 484.	Gail Tolley	Cllr Patel
Percentage of S47s completed which led to Initial Child Protection Conference	New for 2018/19	25.2%	26.6%	26.6%	20%	Bigger is Better	Green	-	Comment: This is steadily rising from 16% in April.	Gail Tolley	Cllr Patel
Rate per 10,000 children subject of a Child Protection plan	New for 2018/19	44.80	46.5	46.5	43	Smaller is Better	Red	-	Comment: Current rate is slightly above National average of 43.3 and SN of 38.3. The rate may be partly explained by predominance of large families in Brent eg. last month 5 families received plans for their 20 children.	Gail Tolley	Cllr Patel
Rate of Looked After Children (per 10,000 of population)	New for 2018/19	40.8	38.2	38.2	42	Smaller is Better	Green	-	Comment: The number of LAC decreased further this quarter but this is considered to be temporary considering the rise in number of children with a child protection plan.	Gail Tolley	Cllr Patel
Stability of placements of Looked After Children: 3 or more placement moves (%)	14.7%	14.1%	14.5%	14.5%	11%	Smaller is Better	Red	-	Comment: This area remains as a priority area and there are both operational and strategic actions in place to maximise stability for LAC.	Gail Tolley	Cllr Patel
Number of looked after children with a Permanent Exclusion	New for 2018/19	0	0	0	0	Smaller is Better	Green	-	Comment: Virtual School continue to work in partnership with all the schools that our looked after children attend, as a result of these positive relationships we have maintained an exclusion rate of 0.	Gail Tolley	Cllr Patel

Supporting vulnerable people and families when they need it

Children's Social Care continued

Performance Indicator	17/18 Outturn	Q1	Q2	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Number of looked after children with a Fixed Term Exclusion	New for 2018/19	20	3	3	25 (Annual target)	Smaller is Better	Amber	-	Comment: 1 in September 2017. Virtual School are working closing with the three educational settings that these exclusions pertain to. Exclusions were unavoidable for the 2 KS4 students given the circumstances. All three students are in a process of major upheaval and VS are working closely with schools to access alternative provision/education for these students.	Gail Tolley	CLlr Patel
Percentage of looked after children school attendance	New for 2018/19	87%	89%	89%	90%	Bigger is Better	Green	-	Comment: Last year Sep. was 85%. Increase is due to VS meeting LAC managers monthly to analyse data and put joint strategies in place including the attendance policy being actioned.	Gail Tolley	CLlr Patel
Percentage of social workers on a permanent contract	68.3%	72.1%	71.2%	71.2%	75%	Bigger is Better	Red	-	Comment: Targeted action to meet the 75% target is underway, including recruitment and an improved recruitment offer.	Gail Tolley	CLlr Patel
EHCPs maintained	New for 2018/19	2,148	2,016	2,016	2,240	Bigger is Better	Amber	-	Comment: The EHCPs maintained figure is based on academic year. As such the number of maintained EHCPs will be at maximum in July, and lowest in September.	Gail Tolley	CLlr Patel
Percentage of EHCPs issued in 20 weeks (including exceptions)	New for 2018/19	82%	94%	94%	90%	Bigger is Better	Green	-	Comment: All assessment advice from partners eg health was received within timescales and this contributed to the team being able to process a higher number of EHCP reviews within timescale.	Gail Tolley	CLlr Patel

Supporting vulnerable people and families when they need it

Adults' Social Care

Performance Indicator	17/18 Outturn	Q1	Q2	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Percentage of adults using services who receive self-directed support	98.0%	99.00%	99.0%	99.0%	95.0%	Bigger is Better	Green		Comment: The target for this indicator will be met: All Community based clients were informed of their personal budgets with the exception of small numbers (I.e. Certain mental health clients). Please note, this figure is not static and will change over the course of the rest of the year.	Phil Porter	CLlr Farah
Percentage of adults using services who receive a direct payment in the community	23.16%	23.00%	23.60%	23.60%	24.0%	Bigger is Better	Amber		Comment: At risk - The Council is looking at bringing the DP management in house once the Pendrels contract expires. This will allow better monitoring of DP services and a better and easier service for users and will therefore increase the take up. The Pendrels contract runs out in November 2018	Phil Porter	CLlr Farah

Enabling people to live healthier lives and reducing health inequalities

Public Health

Performance Indicator	17/18 Outturn	Q1	Q2	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Successful completions as a proportion of all opiate drug users in treatment	10.25%	11.9%	12.14% (Aug 18)	12.14%	6.40%	Bigger is Better	Green	-	Comment: Highest performance in London region	Phil Porter	Cllr Hirani
Waiting times - % of clients waiting to start first intervention (referrals seen within 3 weeks)	99.3%	100% (Q4)	n/a	100%	95%	Bigger is Better	Green	-	Comment: Achieved target in Q1. Data for Q2 will be available at the end of November.	Phil Porter	Cllr Hirani
% of residents that complete a health check as a proportion of those offered	79.0%	95% (Q4)	51.7% (Q1)	51.7%	35%	Bigger is Better	Green	-	Comment: While the service specification has been comprehensively reviewed, activity has been on hold. A revised specification has been issued and claims are anticipated in Q3.	Phil Porter	Cllr Hirani
PH14 Percentage of new birth visits within 14 days	93.0%	97.4% (Q4)	96.0% (Q1)	96%	95%	Bigger is Better	Green	-	Comment: Achieved target. This is a marked improvement by the provider as a result of close contract management	Phil Porter	Cllr Hirani
PH13 Mothers receiving antenatal visit	New for 2018/19	810 (Q4)	1269 (Q1)	1269	1125	Bigger is Better	Green	-	Comment: Achieved target. This is a very significant improvement by the provider as a result of an improved specification and close contract management	Phil Porter	Cllr Hirani

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

Public Realm and Highways

Performance Indicator	17/18 Outturn	Q1	Q2	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Residual waste disposal tonnage - Public Realm Contract Target 1	67,413	17,780	16,860	34,640	31,174	Smaller is Better	Red		<p>Comment: The above target waste tonnages reflect nationwide trends as well as continued property growth within the borough. Brent has experienced property growth of 2%, while the YTD tonnage has been maintained at a similar level to the same period last year.</p> <p>Action: The cost for disposal of tonnage in excess of the contract target is met by the Public Realm contractor Veolia. Following a joint project with West London Waste Authority in 2017/18, which aimed to increase diversion of food waste from the residual waste stream, the Council is now looking to roll this out across the borough, with stickers to be placed on all residual waste bins.</p>	Amar Dave	Cllr Sheth
Household recyclables collected sent for re-use, recycling and composting	37%	39%	38%	39%	45%	Bigger is Better	Red		<p>Comment: The Brent recycling rate has marginally increased to 39% over the first two quarters from 38% in the same period last year</p> <p>Action: There is no contractual target for recycling and the Council continues to hold Veolia to account on the waste disposal tonnage target. Following a pilot in 2017/18, a project aimed at increasing diversion of food waste from the residual waste stream will be rolled out across the borough, with stickers being placed on all residual waste bins, which will seek to positively impact this performance indicator. Recycling services will continue to be promoted by Veolia's engagement team.</p>	Amar Dave	Cllr Sheth
Number of waste cases investigated which lead to enforcement action	694	879	615	1,494	N/A	Contextual			<p>Comment: Waste crime continues to be a significant problem in Brent, as it is in many urban areas nationwide. The outturn for the first six months shows a significant increase compared to the same period in 2017/18, which is very positive performance. The restructured Environmental Enforcement team is now in place and up to full strength, with Neighbourhood based Enforcement Officers progressing work on targeting specific ongoing issues. This is also the focus of the illegal waste dumping project.</p>	Amar Dave	Cllr Sheth
Number of kilograms of residual household waste collected per household	483	125	117	242	245	Smaller is Better	Green		<p>Comment: Waste disposal is reducing per household as overall waste disposal is similar to last year's level despite 2% property growth. Reducing residual waste is a core contract target for Veolia. We continue to work with our partners and educate residents to bring down waste levels, refreshing and redoubling our efforts to focus on our reduce and reuse priorities, including rolling out the food waste diversion project.</p>	Amar Dave	Cllr Sheth

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

Public Realm and Highways continued

Performance Indicator	17/18 Outturn	Q1	Q2	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Missed bins per 100,000 collections	14.7	16.7	23.8	20.2	20	Smaller is Better	Amber		Comment: High numbers of assisted collections and turnover of collection crew staff at our contractor, put pressure on the levels of missed collections recorded. A change of collections manager has led to temporary disruption. Action: Discussions have been held with Veolia at a senior management level and Veolia will be presenting an action plan for improving this measure.	Amar Dave	Cllr Sheth
Percentage of Cat 1 defects repaired on time (Emergency call-outs: response time to make highways/footways safe within 24hrs)	98%	93%	93%	93%	98%	Bigger is Better	Amber		Comment: Performance has been good. Although it slipped to 80% in July due to some jobs going overdue (they caught up shortly afterwards) and photos not being submitted on time. This has been discussed at monthly progress meetings with the contractor to improve the timeliness of submitting evidence for completed works as this impacts on performance scores.	Amar Dave	Cllr Tatler
Percentage of Cat 2 defects repaired on time (Non emergency repairs: response time to make highways/footways safe within 7-28 days)	44%	35%	63%	49%	98%	Bigger is Better	Red		Comment: There has been a vast improvement from the first quarter with month on month improvement over this quarter. The actual performance figure for the months, if reported in isolation from the backlog, is much higher (September is 94%). The backlog will be addressed by the end of October in time for Inspectors to come back in-house. Therefore the figures should improve significantly over the third quarter and be more in line with the YTD target.	Amar Dave	Cllr Tatler
Performance Indicator	17/18 Outturn	Q1	Q2	Actual YTD	Forecast YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Parking driver compliance: PCNs issued: Parking contraventions	112,265	31,914	26,838	58,752	52,520	Contextual		-	Comment: PCN issuance above forecast YTD due to high productivity from Serco CEOs enforcing non-compliant parking. Drop in July due to a combination of seasonal factors and the introduction of a new IT system. London Living Wage has now come into effect for CEOs from July 2018 and recruitment of 10 additional staff is under way.	Amar Dave	Cllr Sheth
Parking driver compliance: PCNs issued: CCTV bus lane	12,058	2,708	2,964	5,672	6,000	Contextual		-	Comment: Issuance slightly below forecast, reflecting increase in compliance.	Amar Dave	Cllr Sheth
Parking driver compliance: PCNs issued: CCTV moving traffic	66,414	15,666	15,208	30,847	33,540	Contextual		-	Comment: Issuance below forecast, due to sustained increases in driver compliance at most sites. 5 new lanewatch cameras installed between July and September to manage Yellow Box Junction compliance.	Amar Dave	Cllr Sheth
Parking revenue: Car parks / Off street P&D	£567,587	£147,832	£141,077	£288,909	£270,000	Bigger is Better	Green	-	Comment: Income above forecast, reflecting continued use of Council car parks.	Amar Dave	Cllr Sheth
SSL 01 - % of street lighting working as planned	99.91%	99.92%	99.89%	99.91%	99.90%	Bigger is Better	Amber	-	Comment: Performance broadly stable. LED lantern replacement programme commenced in November 2017, with just over 14,000 lanterns now replaced, as of end Sept 2018 of lighting working as planned. Once all LED lanterns are installed, the Central Management System (CMS) can be used to monitor the network of streetlights throughout the borough.	Amar Dave	Cllr Sheth

Increase the supply of affordable, good quality housing

Housing Supply and Provision

Performance Indicator	17/18 Outturn	Q1	Q2	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Total number of approaches to the Housing Needs service by families and single households	3164	1235	1411	2646	-	Contextual		-	Comment: There has been stable performance for the first two quarters of the year - mandatory licence applications are still increasing and only 33 more mandatory licences need to be issued in the next 6 months to achieve the year-end forecast.	Phil Porter	Cllr Southwood
% of properties with a valid gas certificate	99.40%	100%	99.89%	99.89%	100%	Bigger is Better	Amber	-	Comment: A proportion of inspections could not be carried out in Q2 due to no access. They have since been done.	Phil Porter	Cllr Southwood
% of properties with a valid Fire Risk Assessment, in line with cyclical date for re-inspection.	New for 2018/19	100%	100%	100%	100%	Bigger is Better	Green	-	Comment: Fire Risk Assessments have been undertaken.	Phil Porter	Cllr Southwood
Fire Risk Assessment - Recommended Actions for Blocks over 6 Storeys high	New for 2018/19	100%	100%	100%	100%	Bigger is Better	Green	-	Comment: All remedial actions planned for the quarter had been completed	Phil Porter	Cllr Southwood
% of repairs completed within an average of 14 calendar days	New for 2018/19	86.5%	80.57%	83.50%	80%	Bigger is Better	Green	-		Phil Porter	Cllr Southwood
Average re-let time for properties with minor voids works (calendar days)	57	51	32.38	41.7	24	Smaller is Better	Red	-	Comment: Relet time performance have significantly improved over the last few months. This is the resulting impact of some targeted work employed by the service to address the stages within the services that didn't add any value. A number of improvement initiatives have been delivered over recent months, including the launch of a new voids operating procedure, better alignment between the various operational teams during the pre-allocation stage of the process. Actions: Together with better use of management information to scrutinise and monitor performance. We expect performance to continue to improve and we're anticipating a 31 days cumulative outturn by the end of the financial year.	Phil Porter	Cllr Southwood
Average re-let time for properties with major voids works (calendar days)	83	133	71.67	102	76	Smaller is Better	Red	-		Phil Porter	Cllr Southwood
% of housing customers satisfied with the repairs service received.	71%	75.60%	75.83%	75.72%	82%	Bigger is Better	Red	-	Comment: We are below target because diagnostics, repair prioritisation and the management of multi trade work requires improvement. An improvement action plan has been agreed with Wates and this is now being implemented. We are monitoring closely and have agreed specific minimum improvements we expect to see between now and December.	Phil Porter	Cllr Southwood
Current rent collected as a % of rent due	99.60%	98.10%	98%	98.00%	99.5%	Bigger is Better	Amber	-	Comment: There was a small boost of £7600 as a direct result of possession actions taken against some tenants. However £70,000 of rent payments via Pay point were not been assigned to individual accounts in September which has reduced the overall, collection rate. The team has also impacted by the loss of a dedicated housing benefit officer and backlogs in assessing household's changes in circumstances. Action: A number of initiatives are in place to improve performance, these include allowing teams to work additional hours on targeted cases. Going forward teams will be organised to meet the challenge of the full roll of Universal Credit from November 2018.	Phil Porter	Cllr Southwood

Increase the supply of affordable, good quality housing

Housing Supply and Provision continued

Performance Indicator	17/18 Outturn	Q1	Q2	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
% calls answered in 3 minutes (housing management)	New for 2018/19	54.50%	59.63%	57.00%	80%	Bigger is Better	Red	-	<p>Comment: There has been a number of operational challenges which affected performance in Q2. In particular, the introduction of the CRM system for back office activities within the team, the team embracing the new integrated function linked to the recent change management programme. The team was also impacted by a number of resource gaps during the period up to the end of August, which lead to a lack of capacity to deal with call demands. In addition, the contact centre like other teams across the Council has suffered from a number of teething issues following the roll out of the new telephony system.</p> <p>Action: A number of interventions have now been put in place to improve performance. These include completing the recruitment programme for the contact centre, developing a more targeted approach to the management of the shop floor, establishing initiatives to reduce failure demands and embedding the new operational systems linked to the change management programme. We've already seen a significant improvement in performance, with target surpassed in October and we believe this will be sustained.</p>	Phil Porter	Cllr Southwood
Private Rented Sector dwellings improved through action taken by Private Housing Services	New for 2018/19	267	325	592	500	Bigger is Better	Green	-	<p>Comment: On target for Q2 half way through the year and over 50% of year end target achieved</p>	Phil Porter	Cllr Southwood
Number of Houses of Multiple Occupation Licenced within the Borough.	New for 2018/19	2872	2867	2867	1750	Bigger is Better	Green	-	<p>Comment: HMO applications are increasing as a consequence of the introduction of selective licensing in 5 more wards. Changes in legislation in October is also likely to be a contributing factor.</p>	Phil Porter	Cllr Southwood
Number of selectively licensed properties	New for 2018/19	4542	5867	5867	3000	Bigger is Better	Green	-	<p>Comment: Easily on target to achieve this target by the end of year as we see applications of selective licences coming in with the introduction of 5 more designated wards. End of year figure likely to exceed 7000.</p>	Phil Porter	Cllr Southwood
Affordable Rented Units delivered by 14B	New for 2018/20	No data submitted	49	5867	6000	Contextual		-	<p>Comment: 49 Units purchased since 1st April 2018 with a value of £16.95m (inc works, fees, tax). There are a further 144 potential units in the pipeline worth £51 million which will be assessed by the Housing and Care Investment Board for financial viability and their ability to meet demand.</p>	Phil Porter	Cllr Southwood
Affordable Rented Units delivered by Brent/Registered Providers/Private Developers.	New for 2018/23	No data submitted	26	5867	6000	Contextual		-	<p>Comment: 26 Affordable Rented Units have been delivered since April 2018. This has been reported using Housing Nominations received.</p>	Phil Porter	Cllr Southwood

Ensuring good quality, accessible arts and leisure facilities

Sports and Culture

Performance Indicator	17/18 Outturn	Q1	Q2	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
The overall number of wet and dry visits to Brent's sports centres	1,720,147	447,143	444,405	891,548	855,757	Bigger is Better	Green	-	Comment: Another successful quarter where our centres have achieved their overall targets for wet and dry side visits. The main increases have been in martial arts, gym, free swimming and athletics usage. Efforts will continue to keep improving over the next two quarters.	Phil Porter	CLlr Hirani
Number of active borrowers	36,421	35,359	35,176	35,176	36,421	Bigger is Better	Amber	-	Comment: This number has declined further in Q2, impacted by the flooding of Library at Willesden which has caused a loss of use in the building and severely impacted the summer reading challenge performance. Action: A project group has been established to create an action plan and create a positive trend for the rest of the year	Phil Porter	CLlr Hirani
Participation in the Cultural Offer at Library at Willesden Green	New definition for 2018/19	27,609	8,278	35,887	20,377	Bigger is Better	Green	-	Comment: We are ahead of this target. A strong performance of the Windrush exhibition and programme and Q1 library activities has lead to this good performance. Q2 has seen a sharp drop as a result of the flooding and premises issues but we hope to recover some of this as the building is restored to full operations.	Phil Porter	CLlr Hirani
Number of online interactions	3,192,141	686,099	850,480	1,536,579	1,605,617	Bigger is Better	Amber	-	Comment: We are behind target with the most significant drop from Facebook algorithm changes. Action: The team are focussed on posting more online content and linking better with the sports services platforms.	Phil Porter	CLlr Hirani

Building community resilience and promoting citizenship

Partnership Working

Performance Indicator	17/18 Outturn	Q1	Q2	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Number of people attending Brent Connects forums	552	147	142	289	-	Contextual		-		Peter Gadsdon	Cllr Hirani
Number of people registered as volunteer	881	129	175	304	500	Bigger is Better	Red	-	Comment: Groundwork has recently recruited a new coordinator. A full programme of promotion for the pan-Brent volunteers and the employee volunteers scheme will re-commence in early September 2018. Q2 has seen an increase in volunteer registrations following the increase of the drop-in at Wembley library to bi-monthly and attendance at a number of events. Q3 should show a further improvement following a promotions campaign	Peter Gadsdon	Cllr Hirani
Income to benefit the borough secured by local voluntary groups, with CVS support	£375,000	£40,000	£86,225	£126,225	£320,000	Bigger is Better	Red	-	Comment: Q2 has seen an increase in income generated although below the quarterly target. CVS has recruited for funding & development manager role. CVS are holding a number of networking and information sessions with funders and local organisations. An annual training programme is in place to providing training workshops and 1-1 sessions. A plan has been developed by CVS to monitor the success of organisations grant applications following the provision of assistance and training. The outcomes of the actions detailed above should provide an increase in income secured in both Q3 & 4.	Peter Gadsdon	Cllr Hirani
Number of local voluntary sector groups receiving 1-2-1 advice and guidance from CVS	146	61	41	102	110	Bigger is Better	Amber	-	Comment: Q2 figure is within the accepted baseline for the target.	Peter Gadsdon	Cllr Hirani

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

Internal Business

Performance Indicator	17/18 Outturn	Q1	Q2	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Average customer waiting time in local offices (mins)	27.0	18.4	17.3	17.8	30	Smaller is Better	Green	-	Comment: Average waiting time has continued to be within 30 minutes during 2018. Residents continue to be directed where appropriate to self-service PCs to utilise the Council's on line services. The Triaging at reception continues to effectively manage customer flow into the Customer Service Centre minimising waiting times for residents. The overflow flow and design of the Customer Service Centre will be reviewed in line with the work being led by Digital Services.	Althea Loderick	Cllr Southwood

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

Internal Business continued

Performance Indicator	17/18 Outturn	Q1	Q2	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Percentages of invoices paid on time	81.7%	80.1%	78.7%	79.4%	90%	Bigger is Better	Red	-	Comment: Unfortunately the performance dipped by 2% compared to the previous quarter. One of the main reasons for this is due to the increased sampling and checks that are carried out before payments are made. The decision to increase the number of checks was to ensure that there is 100% compliance to financial control that are in place. On a positive note a programme manger has been appointed to lead on the P2P review and improvements.	Althea Loderick	Cllr Southwood
Average days taken to process new benefit claims and change events	8.31	14.21	15.56	14.89	8.7	Smaller is Better	Red	-	Comment: Speed of processing will be impacted on throughout quarters 1 – 3 due to clearing the backlog of work which has arisen following changes to the service and higher than anticipated staff turnover. We expect Right Time performance for 18/19 to be 16.5 days overall. When clearing backlogs of work the processing times are greatly impacted upon as by definition cases in backlog have already exceeded the target at the time they are assessed. Action: Performance is being closely monitored to ensure that the backlog is cleared by the end of October in line with the overall backlog clearance plan. A number of improvements are being put in place to improve the service residents receive and these include a review of our on line offer, re-focussing of staff ensuring that they focus on resolving customer demand at the first point of contact where this is possible and targeted quality checks to ensure casework is completed to the highest of standards.	Althea Loderick	Cllr Southwood
Percentage of telephone calls answered through the council's ACD system	78.18%	78% (June only)	75.0%	75.8%	80%	Bigger is Better	Amber	-	Comment: The overall performance for this quarter is around 70%. We have just started to receive data via the telephony system. As mentioned previously the focus is to promote self service and online services.transformation programme and as part of that are looking into their operating model, resources and processes. In addition Housing is also going through a restructure and will be reviewing functions within their teams.	Althea Loderick	Cllr Southwood

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

Internal Business continued

Performance Indicator	17/18 Outturn	Q1	Q2	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Percentage of telephone calls answered by BCS	78.20%	67.56% (June only)	66.75%	66.96%	80%	Bigger is Better	Red	-	Comment: The efficiency of the 8 x8 ACD telephony platform has improved. We are working closely with Digital Services to resolve outstanding matters. This quarter, the majority of lines coming into the Contact Centre achieved the 80% target. We will be focussing on improving call answer rates for Environmental Services, Housing Benefit and Streetcare over the next quarter. Second quarter performance was impacted by many factors. Namely, slow systems, network issues, web based applications such as Echo unable to launch, My Account service failures such as Change in Circumstances not working and web chat being down. We also had technical problems with the Automated Switchboard along with a couple of power cuts following the outage exercise in the Civic Centre. Actions: Going forward, we cannot be confident at this time, that the technical issues experienced will not reoccur. We will continue to work with Digital Services to resolve any problems as swiftly as possible should these continue. We have also held a number of training sessions to multi skill our officers to improve resilience going forward which reduced capacity on some days. For Council Tax, reduced answer rates are due to higher than expected call volumes, resources being diverted to clear correspondence backlogs, however, an action plan is underway to improve with a ringfenced team assigned to call answering.	Althea Loderick	Cllr Southwood
Number of deaths registered within 5 days (excluding those referred to the Coroner) (%)	84.7%	81.7%	82.7%	82.2%	90%	Bigger is Better	Red	-	Comment: Quarter 2 of 18/19 has seen the second highest number of deaths in the London Borough of Brent after Barnet. Our performance for deaths registered with 5 days with no coronal involvement in quarter 2 is 82% year to date. Additionally as a comparison in Quarter 2 with neighbouring boroughs; Barnet, Camden, Ealing, Harrow, and Hammersmith and Fulham, Brent have achieved 82% of deaths registered with no coronal involvement with 5 days having the 2nd highest no of deaths compared to the neighbouring boroughs.	Althea Loderick	Cllr Miller
Percentage of stage 1 complaints responded to within timescale (Corporate)	93%	95%	93%	93%	100%	Bigger is Better	Red	-	Comment: Stage 1 corporate performance has dipped slightly compared with the previous quarter. Q2 saw a reduction of 2% points compared to Q1, however 16% (58) more cases were closed in Q2 18/19.	Peter Gadsdon	Cllr McLennan
Percentage of stage 1 complaints responded to within timescale (Statutory)	88%	84%	95%	90%	100%	Bigger is Better	Red	-	Comment: Statutory Stage 1 complaint performance increased in Q2 18/19 with 40 of the 42 cases due closed in time. This performance was achieved with CYP closing 13 out of 14 cases on time (93%) and ASC closing 27 out of 28 cases on time (96%). The actual YTD outturn for 18/19 is currently running 2% points higher than what was achieved in 17/18.	Peter Gadsdon	Cllr McLennan

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

Internal Business continued

Performance Indicator	17/18 Outturn	Q1	Q2	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Percentage of stage 2 complaints responded to within timescale (Corporate)	85%	82%	75%	79%	100%	Bigger is Better	Red	-	Comment: Stage 2 corporate complaint response times dipped by 7% points compared to the previous quarter. The Actual YTD outturn for 18/19 is still below the target of 100%. It is also lower than the 17/18 outturn of 85%. There have been several factors which have impacted on performance including a significant increase in volume towards the end of Q1 18/19, increased number of enquiries received from the Ombudsman and resourcing issues.	Peter Gadsdon	Cllr McLennan
Percentage of stage 2 complaints responded to within timescale (Statutory)	61%	50%	100%	67%	100%	Bigger is Better	Red	-	Comment: Stage 2 Statutory performance has improved in Q2 18/19 with 100% of cases closed in time. The cases closed all related to ASC and there were no Stage 2 CYP cases. In previous quarters where Stage 2 CYP cases have been included, performance has been impacted in part due to the statutory legislation on how CYP stage 2 complaints should be dealt with. This has resulted in difficulties achieving the statutory deadlines set out. The complaints service team have been looking into different methods to track and monitor the various stages of a CYP stage 2 investigation to better understand where there delays are occurring in order to try and target these for improvements.	Peter Gadsdon	Cllr McLennan
Total number of stage 1 complaints upheld / partially upheld	558	199	234	433	-	Contextual		-	Comment: There were 454 outcomes recorded at stage 1 in Q1 18/19 of which 44% (199) were closed as upheld/partly upheld. Q2 18/19 saw a similar number of outcomes recorded with 51% marked as upheld / partly upheld. An increase of 5% points.	Peter Gadsdon	Cllr McLennan
Total number of stage 1 complaints not upheld	530	171	165	336	-	Contextual		-	Comment: 38% (171) of 454 stage 1 complaint outcomes in Q1 18/19 were recorded as Not Upheld. Q2 18/19 saw a reduction with 36% (165) of 458 Stage 1 complaint outcomes marked as Not Upheld. This shows the council continues to be acceptant of service failure at the first stage with a view to putting it right first time.	Peter Gadsdon	Cllr McLennan
Total number of decisions made by the ombudsman on complaints investigated	67	29	11	40	-	Contextual		-	Comment: The total number of cases investigated by the Ombudsman significantly increased with Q1 18/19 29 decisions being made against the Council. Q2 saw a drop to 11 cases (67% Reduction on previous quarter) where a decision was made. This is in part down to HMS (Formally BHP) stats being included with the figures as of Q3 17/18. Another factor being the Ombudsman has been taking a more robust approach in dealing with enquiries which has resulted in more decisions being made, even if they are in agreement with the Council's findings and no further action is required.	Peter Gadsdon	Cllr McLennan

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

Internal Business continued

Performance Indicator	17/18 Outturn	Q1	Q2	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark (Source)	Commentary and Actions	Owner	Lead Member
Total number of complaints upheld by the ombudsman	19	7	4	11	-	Contextual		-	Comment: The Ombudsman investigated and upheld more complaints in the first 2 quarters of 2018/19 than in the same period 17/18. The Upheld 18/19 Actual YTD figure of 11 suggests that the previous years outturn will be surpassed. In 17/18, 28% of Ombudsman investigations were upheld (19 of 67), which is the same as the first two quarters of 18/19 (11 of 40).	Peter Gadsdon	Cllr McLennan
Percentage of FOI responded to within 20 working days	95%	91%	90%	91%	90%	Bigger is Better	Green	-	Comment: There has been a decrease in the number of FOIs being completed within twenty working days due to the previous FOI officer leaving the Council and due to restructures. New staff requiring training on FOIs and systems training has also caused a dip in performance. There has also been an increase in the number of FOIs being received.	Peter Gadsdon	Cllr McLennan
Percentage of members enquiries responded to within 10 days	95%	96%	97%	97%	100%	Bigger is Better	Amber	-	Comment: Member Enquiry performance remains strong at 97% despite a record number of enquiries closed (1,705) in Q2 18/19. Current projections estimate over 7,000 member enquires will be responded to in 18/19.	Peter Gadsdon	Cllr Butt
Number of SARs (Subject Access Requests) responded to within the statutory 40 days	91%	83%	88%	85%	90%	Bigger is Better	Amber	-	Comment: An additional resource on SARs has helped to improve the process during Q2	Peter Gadsdon	Cllr McLennan
Average days sickness (Previous 12 months)	5.87	5.71	5.82	5.82	-	Contextual		-		Peter Gadsdon	Cllr McLennan

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