



Housing Scrutiny Committee

Thursday 12 July 2018 at 6.00 pm

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

Membership:

Members

Councillors:

Long (Chair)
Maurice (Vice-Chair)
Abdi
Ethapemi
Hassan
Johnson
Kennelly
Stephens

Substitute Members

Councillors:

Afzal, Conneely, Hector, Knight, Shahzad, Ketan Sheth
and Thakkar

Councillors:
Colwill

Co-opted Members:

Michele Lonergan, Brent Leaseholders
Karin Jaeger, Brent Tenants

For further information contact: Nikoleta Nikolova, Governance Officer
tel: 0208 937 1587, Nikoleta.Nikolova@brent.gov.uk

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The press and public are welcome to attend this meeting

Notes for Members - Declarations of Interest:

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

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

If the Personal Interest is also 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 or 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

Introductions, if appropriate.

Item	Page
1 Apologies for absence and clarification of alternate members	
2 Declarations of interests	
Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary 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
To approve the attached minutes from the previous meeting on 21 March 2018 as a correct record.	
4 Matters arising (if any)	
To consider any matters arising from the minutes of the previous meeting.	
5 Deputations (if any)	
To hear any deputations received from members of the public in accordance with Standing Order 67.	
6 Petitions (if any)	
To discuss any petitions from members of the public, in accordance with Standing Order 66.	
7 Capital Programme Overruns	7 - 18
The report seeks to inform the committee's understanding on overruns occurred in the Capital Programme, the impact of these and the ongoing work to reduce them	
8 Overview of Resident Engagement Framework	19 - 34
This report provides an overview of Brent Housing Management resident engagement framework, the associated delivery plan as well as an overview of current performance in the contact centre together with the improvement activities underway to deliver further improvements to the	

Council's call handling performance.

9 Estate Parking Project 35 - 60

The report provides the Committee with an outline of the Estate Parking Project, commissioned by Housing Management and working in collaboration with the Parking and Highways teams in Environmental Services, to consider the introduction of more effective parking controls.

10 Annual Report 2017/18 61 - 84

This report summarises the work of the three scrutiny committees during the 2017-2018 municipal year.

11 Housing Scrutiny Work Programme 2018/19 85 - 98

12 Forward Plan 99 - 112

13 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: Thursday 13 September 2018



- Please remember to **SWITCH OFF** your mobile phone during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.



MINUTES OF THE HOUSING SCRUTINY COMMITTEE Thursday 21 March 2018 at 7.00 pm

PRESENT: Councillor Long (Chair) and Councillors Choudhary, Harrison, Hector, Naheerathan

Co-opted members: Karin Jaeger

1. **Apologies for absence and clarification of alternate members**

Apologies were received from Councillors Daly, Kabir, Hylton, Shaw and Michele Lonergan (co-opted member).

2. **Declarations of interests**

None declared.

3. **Minutes of the previous meeting**

It was **RESOLVED** that the minutes of the previous meeting held on 22 February 2018 be approved as an accurate record of the meeting.

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

RESOLVED that:

- i. Outstanding information requested from Genesis Housing Association and Housing Management Team at previous meeting in February be shared with the committee.

5. **Deputations (if any)**

None.

6. **Petitions (if any)**

None.

7. **Catalyst Housing Association**

The meeting was joined by Yvonne Anderson (Head of Housing, Catalyst), Mushtaq Osmani, (Head of Customer Experience, Catalyst), Ian Cann, (Gateway Area Manager, Catalyst), Wayne Davies, (Director of Asset Management, Catalyst) and John Kehoe (resident Forum representative), who jointly presented the item and answered members' questions. Members heard that as one of the leading housing associations in London and the South East, Catalyst managed in excess of 21 000 units, ranging from social rented homes to shared ownership properties. Albeit having relatively small – scale presence its presence within Brent compared to

other areas, the housing association had undertaken steps towards expansion, following a merge in 2012.

Referencing the information in the report, members noted the disproportionate split in customer satisfaction between general and shared ownership tenants following the latest Catalyst Survey for Tenants and Residents (STaR). In response, representatives explained that Brent accounted for only 12% of its overall stock thus producing a low random sample rate which was not representative of the overall situation. Members were asked to note that survey results included in the report only covered the period January 2018 to date, and that further information could be provided to cover a longer period if required. Catalyst representatives stressed that customer satisfaction was paramount for them, especially as it was heavily driven by repairs. The housing association was in the process of conducting a procurement exercise to modernise the repairs service across all properties and bring the service charges in line with the rest of the industry, which was expected to be completed in the next 6 to 8 months.

Responding to members enquiries on investment and improvement works, Catalyst representatives explained that grants were allocated based on a two way approach targeting both performance and community needs, with particular onus on community and volunteering projects. With regards to the accumulated surplus of £69.9 million, members heard that any remaining funds after project delivery would be reinvested back into the community mostly through the development of new homes as well as into various regeneration projects. Furthermore, the committee was informed that approximately £35 million a year had already been reinvested in repairs and proactive planned maintenance, with a wider piece of work to revise repairs and maintenance contract to ensure it delivered value for money. Finally, members were also asked to note the Customer Experience Strategy – an ongoing Catalyst community initiative focused on the customer, which included the development of a new app and modernising the Catalyst website making it easier to access services.

When asked about addressing existing issues with resident engagement, Catalyst representatives acknowledged that whilst this was an area that still required improvement, the housing association valued resident involvement and had shown continuous commitment to engage with customers at all levels. Members' attention was drawn to the wide range of residents and tenures as well as high level involvement in order to drive positive change. As part of the wider improvement programme, potential changes to asset management contracts were being reviewed which also included customer engagement and developing a new governance structure. A tier system, using a combination of local forums and senior management was also being used to address any day to day issues. Feeding into the ongoing Customer Experience Strategy, the representatives explained that there was a growing interest from residents who were actively encouraged to take part, with any feedback received being relayed into the main board and used to influence and improve the strategy. This was heavily supported by the resident representative. Various methods and platforms were being used such as workshops on service standards, key performance indicators (KPIs), local neighbourhood plans and resident associations which were all deemed beneficial for developing a stronger and more comprehensive strategy.

Engagement with councillors was also discussed, with the committee seeking more information on ways for councillors to contact Catalyst. In response, representatives stated that whilst contact through the main contact centre was the preferred communication channel, there was also a designated executive enquiry email in existence since November 2017 which was specifically for councillors and MPs. In addition, members were reassured that a specific communication plan was also being drafted.

In relation to public realm, the committee queried the state of the roads in the Church End Estate and stressed the urgent need for resurfacing. Catalyst explained that they had not been made aware of any issues within that area and asked members to consider overarching issues with road ownership which were often the cause of delays and were a limiting factor in what the housing association could do. As part of alleviating this going forward, Catalyst was reviewing the land titles, which would have important implications for any future development opportunities within Brent.

In terms of fire safety members queried the current smoke alarm availability in tenanted homes in Catalyst properties and the level of information given to residents, about maintaining fully functioning fire alarms. Catalyst representatives explained that smoke alarms and heat detectors were reviewed annually as part of checks. As a standard all properties were fitted with hard wired smoke detectors. Committee was reassured that all stock would be renewed and refreshed over the next three years, as part of an ongoing improvement programme. Furthermore, residents were being encouraged to regularly check their smoke alarms and awareness was kept through information published on website and various other channels such as leaflets and noticeboards, giving residents information on how to test it and where to report any issues. Whilst it was not obligatory for fire drills to be carried out on Catalyst properties, representatives assured the committee of the robustness of their fire evacuation strategy for each building and clear signage, with fire escapes being kept clear of any obstacles. In addition, a designated team of caretakers was in place to carry out regular checks in communal areas and ensure residents adhered to the guidance.

RESOLVED that:

- i. the contents of the report be noted
- ii. copy of customer experience strategy be shared with the committee upon completion

8. Homelessness Prevention Programme

Laurence Coaker (Head of Housing Needs, Brent Council) introduced the item and outlined the key points in the report. He explained that the purpose of the report was to provide information about the key changes and implications of the Homelessness Reduction Act 2017 which was due to take effect from 3rd April 2018 as well as an overview and of the role and performance of the Council's Single Homeless Prevention Scheme (SHPS), including lessons learned to date.

In the discussion which followed members sought further clarification on the number of people who had used the scheme, in particular in relation to the recently reported spike in homelessness. Mr Coaker explained that the spike was mostly

due to inappropriate referrals made to the SHPS team which had inflated the numbers. Referencing pt. 3.4 from the report, Mr Coaker said that following introduction of the Act there would be a new statutory duty of public bodies to make referrals to the Council of families under threat of becoming homeless in order to prevent this at an early stage, with the Council committed to early intervention. Spotlighting on members concerns about the spike in homelessness, officers explained that this was largely due to people applying to the programme at a very late stage after they had become homeless, with many using the Council as a last resort as opposed to a prevention service. Whilst acknowledging that community outreach was proving challenging, the Housing Management Team was committed to address the issue and raise awareness of its services through further publicity and marketing.

Members heard that whilst keeping residents in their current accommodation would be the preferred outcome, it was not always possible due to affordability factors, the local housing allowance and high rents imposed by private landlords. As a way of tackling this, the Council's owned company Invest 4 Brent (I4B) was buying properties to try and alleviate the increased demand for housing. Another solution was joined up working with other departments which the new legislation would encourage.

Finally, members enquired about the financial implications of the Act post 3rd April 2018 and how it would compare to other councils. In response, Mr Coaker explained that Brent was well placed in preparation for the new Act but financial predictions were difficult at this stage as spending and demand hadn't yet started. With regards to the SHPS Team, the committee was informed that whilst the Council intended to retain the service as part of its statutory duty to prevent homelessness, this would ultimately depend on funding, stating a report has been commissioned to explore the matter in more detail.

RESOLVED that:

- i. the contents of the report be noted

9. Landlord licensing

Spencer Randolph (Head of Private Housing Services, Brent Council) presented the item and outlined the main points in the report. He stated that the report set out the private housing services experience of the impact of property licensing on private rented sector tenants since the introduction of the Brent Selective and Additional Houses of Multiple Occupancy (HMO) licensing scheme in January 2015.

Overall, members felt that suitable performance indicators for licensing was challenging and that the current fees charged by Brent were quite low and out of step with those in other boroughs, providing little compliance incentive and often being passed on to tenants as additional charges. Whilst acknowledging members concerns, officers explained that charges were reasonable with the option to be spread over a 5 year period. License maintenance was carried out through a compliance schedule with landlords first being given an opportunity to bring properties up to standard. The committee heard that should a property be deemed to be in an inadequate state that tenants could be given alternative accommodation and landlord required to make improvements.

Responding to members' concerns about the impact of licensing on fly-tipping, particularly where properties were suspected to be Houses of Multiple Occupancy (HMOs), officers explained that while the Council had acted on a number of reported cases this remained an issue for Brent. Whilst there had been some successes including several enforcement conditions on licensing and issuing of penalty notices no significant improvement had been made. Officers expressed confidence that the situation would change following legislation changes due in October 2018 when specific mandatory licensing requirements for any property would be covered. Whilst a lot of efforts had gone to resolve fly-tipping and arrangements were in place to alleviate the issue such as use of a reporting app, installing bigger bins and easier collection, some issues mostly due to tenants still persisted. Members were encouraged to raise any concerns about illegal rubbish dumping with environmental services as first point of contact or if suspected that a property is a HMO – with the housing management team.

As part of the discussion members enquired about the impact of the licensing scheme on landlords, in particular in cases where a landlord was suspected to be irresponsible or “rogue”. In response, Mr Randolph explained that the term should not be seen as representative of all landlords and its use depended on the circumstances (for instance landlords charged with an offence were often referred to as “criminal landlords”). Members heard that the Council maintained a landlord database where full details were recorded and there was active borough wide engagement with landlords through forums and newsletters. However, the committee noted that given there was no requirement for property owners to be the landlords which could provide difficulties in establishing the person responsible for managing the property. In welcoming the Council's efforts, members agreed that the existing database was not intuitive and needed regular updating. Officers explained that this was largely due to technical issues but assured members that the current system – ACOLAID - was in the process of being re-procured and changed. In addition, to ensure that license guidelines were adhered to, Council would carry out regular spot checks in the form of unannounced visits, without having to pre-warn landlord or tenants. Impact on tenants had been carefully considered, with Brent Council being the only local authority to date which had done research on alternative ways to soften the approach.

RESOLVED that:

- i. the contents of the report be noted
- ii. proposal to Cabinet to have a performance indicator showing if licensing has impacted on illegal dumping following the introduction of landlord licensing.

10. **Customer Service Performance**

Hakeem Osinaike presented this item and outlined the main points in the report. Members heard that some significant improvements in relation to the performance of the Housing Contact Centre had been made since October 2017 and progress was being made.

Responding to members concerns regarding the current long call waiting times most customers were experiencing, Mr Osinaike explained that one of the key challenges was that calls were not generally received directly into the contact

centre – they were often transferred from another number. As a result it was at times difficult to redirect and monitor them. An action plan with proposed improvements was being put together, which would look into the handling and nature of calls. Amongst the key points in the plan was the need to review the waiting times and align it more closely with the service standard. As part of the process the Housing Management team was looking to set up a secondary contact centre, which could direct calls to the right officer. Members were assured that progress was made and that he was confident that the target would soon be reached.

(9.30pm – Cllr Harrison left the meeting)

RESOLVED that:

- i. the contents of the report be noted

11. Housing Scrutiny Committee 2017-18 Work Programme

RESOLVED that:


- i. The contents of the updated work programme be noted
- ii. items on I4B and the Council approach to lettings be added to the committee work programme for next municipal year

12. Any other urgent business

None.

The meeting closed at 9.35pm

COUNCILLOR JANICE LONG
Chair

	Housing Scrutiny Committee 12 July 2018
	Report from the Strategic Director of Community and Wellbeing
Capital Programme Overruns	

Wards Affected:	All
Key or Non-Key Decision:	Non-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"> Capital Programme Overruns Action Plan
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Sean Gallagher, Head of Property Services Sean.Gallagher@brent.gov.uk Tel. 0208 937 2622

1.0 Introduction

1.1 The purpose of this paper is to inform the committee's understanding of why overruns occurred in the Capital Programme, the impact of these and the ongoing work to reduce them.

1.2 The report is set out as follows:-

- A brief overview of the Capital Programme - including its purpose, key objectives, desired outcomes, performance indicators.
- Outlines large overruns in the programme and where leaseholder charges have been capped – the reasons why, cost to the council, impact on residents.
- Outlines the overrun impacts on future planned capital works.
- Outline plans in place to mitigate this risk.
- Provides details of communications with tenants/leaseholders on work progress and costs.
- Outlines steps undertaken to sustain the proposed approach

- 1.4 We believe actions already introduced since Housing Management service was brought back into the Council, have started to slowly bear fruit, as was evidenced in the report presented to the Housing Transformation Board on 14 June 2018. We also accept there is some distance to go before we can say we have turned the corner. Having said that, the trajectory suggests we are doing the right things.

2.0 Recommendations

The Panel members are asked to note the following:-

- 2.1 The reason for overruns in the capital programme leading to capping for leaseholder bills.
- 2.2 Note the improvements made since Brent Housing Partnership was taken In-house to mitigate this risk.
- 2.3 Note that, as there is almost an 18 month gap between works completed on site and billing to leaseholders, the capping of bills for works carried out in the past may still lead to further capping of leaseholder bills for at least a further two years, due to the reasons outlined in the report.
- 2.4 Due to the reasons outlined in 2.3, there may not be a noticeable improvement noted due to the improvements implemented for at least 18 months.

3.0 Report

3.1 Overview of the capital programme

- 3.1.1 The key objectives of the capital programme are to:-

- carry out works to maintain the Council's housing stock,
- comply with legal regulations as well as landlord's responsibilities,
- maintain the value of the asset
- achieve value for money;
- achieve maximum life expectancy;
- meet end user expectations;
- reduce maintenance costs;
- to ensure residents health and safety as well as well-being is protected.
- increase consistency;
- achieve standardisation of product;
- be innovative;
- contribute to bettering the environment around our buildings

- 3.2 The desired outcomes are that the Council's housing assets are well maintained and are suitable for residents' needs. For Leaseholders, this will also mean that their asset maintains or increases in value.
- 3.3 We are currently undertaking a comprehensive stock condition survey which will allow us to develop an Asset Management Strategy. This strategy will enable financial modelling of the expenditure required to maintain our stock for the next 30 years. It will help identify properties where it would not be prudent to spend money on maintaining them, and therefore carry out an option appraisal for their future use, i.e. dispose of the property, maintain or redevelop the site, for example.
- 3.4 We will continue to capture additional information on the condition of our stock and will use the information to establish planned maintenance programmes to ensure that the stock is well maintained and in lettable condition. The business plan will include financial provision to implement that programme.
- 3.5 Our aim is to develop a 3 year rolling programme, which will allow Cabinet to approve capital funding in advance allowing the Planned team to draw up rolling 5 year programmes, which can be published for residents to be consulted on and give advance notice of impending bills for leaseholders.

4.0 Overrun in programme

- 4.1 Under the Landlord and Tenant Act 1987, leaseholders have to be served with a Section 20 notice setting out the works, the costs and invited to make observations. There is a statutory 30 day period when no works can commence until the notice has expired and any observations responded to.
- 4.2 There have been instances where the work has exceeded the original specification of works, which was served under the Section 20 notice. A further Section 20 notice should have been served if the works exceeded 25% of the original contract value. In instances where we failed to issue this notice, we have not been able to bill leaseholders for the full amount of the works, or have had to cap the bills.
- 4.3 In the last year, we have carried out works and final bills have been prepared for 11 blocks at a cost of £2,360,752. We were however only able to bill leaseholders in the sum of £1,840,964, leaving a shortfall of £ £622,824.
- 4.4 Unfortunately, records kept by BHP have not been sufficient for us to establish the exact reasons why this has occurred. This has made it difficult to defend the Council's position or provide adequate explanations when Leaseholders ask.
- 4.5 However, looking through historic information, gleaning from complaints and leaseholder correspondence and speaking to the Leaseholder Team and Wates staff, the shortfall can be attributed to the following reasons:-

- Lack of detailed survey notes and pictures leading to leaseholder challenges almost two years after works completed, which are difficult for staff to respond to.
- Extra works discovered once scaffolding was erected. Failure of the Project Manager (in particular) or Wates Living Space contractor to inform the Leaseholder team to issue a further supplementary Section 20 notice if the sum exceeded 25% of the original sum.
- Lack of clear procedures on how the contractor should be instructed on extra works, how the effect of the variation should be calculated and communicated to the Leaseholder Team to decide whether a further Section 20 notice should be served.
- As the Section 20 notice has to be served for a period of 30 days and any observations received answered, it can take up to 6 weeks before works can commence. In some cases due to prolonged hire of the scaffold and the works stopped on site, staff took the decision not to serve a notice and carry out the works. This meant that leaseholders cannot be charged for works not covered under the original Section 20 notice.
- Works carried out, for example, on large flat roofs where the long term warranty was voided due to works carried out by roofing contractors not approved by the manufacturer. Repeat failures to inform the manufacturer, or maintain the roof as laid out under the warranty conditions
- Failure of key components where the original contractor has gone into liquidation or refused to return to rectify the works – this was a problem where small contractors were used in the past, especially for reroofing projects before the Wates Living Space partnering contract commenced.

Lessons have been learnt from all of the above, and these lessons have informed changes which we believe will ensure these issues do not reoccur in future.

5.0 Overrun impacts on future planned capital works

- 5.1 The impact of the overruns on future capital works is that the Council has to find the money to fund the works, which would otherwise have been funded from the revenue from the leaseholder contribution, and is a loss to the Housing Revenue Account.
- 5.2 It should be noted that leaseholders have up to ten years to settle their bills, and that there is a time lag between the works being carried out and the bills been sent out of at least 18 months. This may have an impact on future capital budget but we will continue to monitor the situation and act appropriately to mitigate any impact.

6.0 Plans in place to mitigate this risk

- 6.1 A number of changes to procedures have been put in place to mitigate the risk of overruns in future years. As stated earlier, the changes will take up to eighteen months to feed through. Therefore changes highlighted in these section will only impact on works designed and Section 20 Notices sent out from January 2018.
- 6.2 Officers became aware of these issues in November 2017, following BHP being brought back into the Council. We immediately stopped all Section 20 notices and set out to review all of them. A pre-consultation phase was introduced, where residents have an opportunity to feed into the specification of works. This is followed by a further meeting with leaseholders only, when the Section 20 notice are issued, giving leaseholders the opportunity to look at the specification and survey report in detail, and ask questions on their contribution as well as payment options. This action ensured all new Section 20 notices issued will not have any of the previous issues.
- 6.3 We now routinely take photographic evidence of defects and the works carried out to correct them. These, along with survey notes, are held in one place digitally and accessible via iCloud. Our intention is to make this available for Leaseholders to access using their own device and in their own time. This will help in robustly answering leaseholder challenges on works undertaken, even if the staff who ran the contract no longer work for the Council. It will also introduce an openness which leaseholders in particular feel BHP did not demonstrate in the past.
- 6.4 There is now better joined up working between the Planned team, the Leasehold team and Wates. These ensures all relevant parties agree on what works are to be carried out, agree on the cost of those works and the timescale to which they will be carried out. Records of agreed actions are kept and monitored to ensure they are delivered to timescales. It also ensures communication sent out to Leaseholders are clear and consistent.
- 6.5 By starting engagement early and improving the process, Leaseholders are given more time to raise observations on proposed works, as it is their right. As a result, we will be able to address issues raised before works start and they do not therefore become an issue when invoices are raised.
- 6.6 Drones are now used to assist the survey process for works at height or difficult to access areas. This therefore helps draw up accurate specifications and reduces the possibility for variations and therefore serving further Section 20 notices once the scaffold is erected. The detailed surveys now include pictures of each element to be worked on. Team meetings are then held to validate the works. Where there is disagreement, a joint site visit is held. This procedure means that validation is taking weeks rather than months and there is a clear audit trail.
- 6.7 This approach will address a major source of complaint from leaseholders and tenants regarding roofing works. The previous process would not reveal the

true condition of the roof until after the site scaffold was erected. At this point a further Section 20 notice had to be issued. This would inevitably delay the work with the scaffold left standing for longer. The approach will also make it easier to resolve disputes when future bills are issued from 2019 onwards for completed major works.

- 6.8 Where the specification cannot be firmed up in the way described above, for example when a roof cannot be fully assessed until scaffolding is up, or where further opening works are required, the Section 20 notice will have both options i.e. showing repair as well as renewal, with a note informing the leaseholders that the appropriate action will be taken. Brent Project Managers issue the appropriate instruction once the area is accessed.
- 6.9 Procedures are now in place to ensure that all variations are issued in writing and the cost implication impact carried out. Where the cost will exceed 25% of the original contract sum, the leasehold team are instructed to issue a further Section 20 Notice. Due to earlier and better engagement with Leaseholders, the implication is that this will not come as a surprise to them.
- 6.10 BHP did not effectively monitor and manage long term warranties, for example flat roof warranties which can be for a period of up to 20 years. We have now asked manufacturers to provide a list of all roof renewals they have carried out over the last 20 years for Brent. This list will enable us to ensure that the yearly maintenance schedule is carried out routinely, and approved subcontractors are used, thereby reducing the risk of invalidating the warranties. The manufacturers have also indicated that they will offer a longer warranty period, so 25 years instead of 20 years.
- 6.11 The contractor will not be paid for scaffolding erected before a TCO (Task Commencement Order) is issued. This was the problem in the last financial year where Wates were given the programme list and proceeded to erect scaffolding before the works were ready to be issued due to Section 20 procedure.
- 6.12 We have recently introduced inviting all residents to handovers when works are completed to their block. We believe this will increase understanding of works to be carried and why they are needed. It will also help reduce complaints and in particular challenges to major works bills.
- 6.13 Complaints are addressed in a more timely fashion, all concerns are addressed and any learning from the complaint is actioned immediately to reduce the likelihood of the situation arising again. In the past, not dealing with the complaints or queries in a timely or robust manner, has led to some of the reduction of leaseholder bills, contributing to the overrun outlined earlier in the report.
- 6.14 As a quick reference, the issues and actions taken as set out briefly in Appendix 1.

7.0 Communication and consultation with Leaseholders and tenants

- 7.1 As described above, this was an area of weakness with BHP but we believe actions we have now taken to strengthen engagement, consultation, relationship management and communication with Leaseholders have made this better.
- 7.2 To address complaints from non-resident Leaseholders, communications like newsletters, progress of works updates, letters giving advice on parking bay suspensions, especially from contractors on site when works are being carried out, are now sent both to the property as well as the leaseholders' forwarding address.
- 7.3 We are introducing handover meetings to all residents in the block when works are completed to their block. This should help reduce the complaints and challenges to major works bills. However, to be successful, this is will be resource intensive as the handovers are likely to be held after normal working hours during the summer months and on Saturdays in the autumn and winter months to ensure residents who work are not excluded from taking part. We are also exploring using electronic media to accommodate residents who cannot attend, by inviting them to leave their comments online before the inspection so that they may be addressed on the day of inspection.

8.0 Conclusion

- 8.1 There were a number of issues with managing capital programmes under BHP, as set out in section 4 above.
- 8.2 We have taken and will continue to take actions to address these issues. We have set out these actions and the impact they are having and will have, in section 6 of this report.
- 8.3 We are confident that any works notice issued from January 2018, will not have these problems.
- 8.4 However, because of an 18 month delay in issuing invoices for works, we will still see some historic issues coming through as complaints. Having said that, because we are aware of the issues, we are setting up surgeries and encouraging Leaseholders to contact us, should they have any queries, before they become major issues.

Report sign off:

PHIL PORTER

Strategic Director of Community and Wellbeing


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Appendix 1 Action Plan			
Issue	Action taken	Effect	To be implemented by / Status
Complaints from Leaseholders about inappropriate works and excessive delays	All Section 20 notices were stopped and reviewed by senior management in November 2017	<p>Gave Brent Housing staff time to go through the specification of works, the Section 20 notices, as well as review the procedures, to ensure the overruns were contained</p> <p>The consequence of this action is that the works were delayed and there was an underspend in the capital programme. However, this will mean that Brent will be able to recover all leaseholder income due from planned works in the future</p> <p>Also means that we get a hold of all the works, understand what they are and if needed, fully engage with residents so there are no surprises, etc</p>	<p>November 2017</p> <p>Completed March 2018</p>
Poor contract management and relationship between Wates and Housing Management	Three workshops held, with round table agenda without apportioning blame to see where the blockages were and how these could be overcome. An independent Consultant oversaw the final stage as part of the Transformation Programme	Clear procedures in place. Contractors are instructed using Task Survey Orders (TCOs) and Task Commencement Orders (TCOs).	<p>Workshops held in January, February and April 2018</p> <p>Completed April 2018</p>

<p>Scaffolds erected on site in advance of Section 20 expiry dates, or confirmation of the final specification of works , a source of many complaints in 2017</p> <p>Lack of communication with residents on scaffolding</p>	<p>A new scaffolding procedure was agreed and implemented. This includes Housing Management agreeing a programme of works and start date before scaffolding can be erected.</p> <p>Contractor will not be paid, for example if they erect scaffold before the TCO is issued</p> <p>Scaffolds have signs informing residents why the scaffold is up, when it is to be taken down and the name and contact details of the contractor</p> <p>Regular newsletter sent to residents by Wates team giving an update of the works. Absent leaseholders are sent a copy to their registered correspondence address</p>	<p>Scaffolding is now only been erected when the specification and programme of works are agreed, as well as confirmation that the Section 20 notice has expired and all observations answered</p> <p>Scaffolding related complaints have reduced to almost nil from a peak in early 2018. The issue was so prominent, Scrutiny Panel asked for a report earlier this year</p>	<p>In place since February 2018</p> <p>In place since May 2018</p>
Issue	Action taken	Effect	To be implemented by/ Status
<p>Responses to observation from leaseholders not responded to within the statutory time</p> <p>Not all points raised in observations</p>	<p>Responses to observation from leaseholders are now strictly monitored by the Leaseholder Team to ensure they are responded to within the statutory time, with technical feedback given by the Project Managers</p> <p>All points answered in observations and</p>	<p>Leaseholders are getting the information they asked for during the Section 20 observation period. This therefore in turn will reduce complaints as well as challenges for leaseholders, especially when the bills are issued for the planned works when completed</p> <p>Will lead to reduction in complaints,</p>	<p>February 2018</p>

<p>responded to</p> <p>Brent is not robust in answering challenges from leaseholders</p>	<p>complaints received</p> <p>We are sharing information and being open with leaseholders. Where we can clearly challenge leaseholders on their observations or complaints we are robustly doing so, as some leaseholders are using this as a tactic to delay payment or get the bill reduced</p>	<p>challenges and delay in payment of major works bills</p> <p>Will lead to build up of trust between leaseholders and Brent Council, something which is unfortunately lacking</p>	<p>Implemented/ On-going</p>
<p>The procedure for works to be approved was very elongated and truncated</p>	<p>Revised and streamlined procedure.</p> <p>The detailed surveys now include pictures of each element to be worked on.</p>	<p>Will help draw up accurate specifications and reduces greatly the possibility for variations and therefore serving further Section 20 notices once the scaffold is erected.</p> <p>Validation is taking weeks rather than months and there is a clear audit trail.</p>	<p>In place since April 2018</p>
<p>Lack of coordination of environmental and works to meet current legal regulations</p>	<p>Works are looked at holistically and now incorporate both external fabric works as well as environment works</p>	<p>There will be a reduction in serving Section 20 notices, with leaseholders constantly getting the feel that they are forever paying for works</p> <p>Vfm as work carried out as part of a larger contract, attracting a higher discount rate under the Wates term Contract, as well as lower overhead contractor costs.</p> <p>Reduced disruption to residents.</p> <p>Reduced administration for Brent staff</p>	<p>In place since April 2018 for all new projects</p>
<p>Lack of cost implications impact of variations on Section 20 notices</p>	<p>Procedures in place to ensure that all variations are issued in writing and the</p>	<p>Reduction of works where further Section 20 notices are not issued</p>	

	cost implication impact carried out. Where the cost will exceed 25% of the original contract sum, the leasehold team are instructed to issue a further Section 20 Notice.	Reduction of capping of leaseholders bills	In place since June 2018
Lack of ensuring long term warranties for works were maintained	Register of flat roofs with long term warranties being collated with the manufacturers. Wates Repairs team will only use approved roofing contractors Roofing manufacture will be notified before any works carried out	Warranties will be effective and not voided as has been the case in some instances due to the use of non-approved roofing contractors and lack of notification to the manufacturer Challenge from leaseholders will reduce Capping for roofing works will reduce	September 2018
Lack of resident input in signing off major planned works	Residents will be invited to attend a handover inspection when works are completed	As residents will be given the opportunity to inspect and sign off the works, challenges and complaints from leaseholders in particular should reduce Relationship between leaseholders and Brent Housing should improve	In place since June 2018

	Housing Scrutiny Committee 12 July 2018
	Report from the Strategic Director of Community Wellbeing
Overview of Resident Engagement Framework	

Wards Affected:	All
Key or Non-Key Decision:	Non-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"> Customer Experience Panel Terms of Reference
Background Papers:	Two: <ul style="list-style-type: none"> Customer Experience Strategy Customer Experience Panel Terms of Reference
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Troy Francis, Head of Customer Service Troy.francis@brent.gov.uk 020 8937 2794

1.0 Purpose of the Report

- 1.1 This report provides an overview of Brent Housing Management resident engagement framework and the associated delivery plan. The report also provides an overview of current performance in the contact centre together with the improvement activities underway to deliver further improvements to our call handling performance.

2.0 Recommendation(s)

- 2.1 To note the approved resident involvement framework and engagement plan, including the introduction of a new Customer Experience Panel.
- 2.2 To note the improvements made to the call handling performance and those underway.

3.0 Detail

- 3.1 The regulatory framework for social housing requires us to ensure that residents are given a wide range of opportunities to influence and be involved in:
- The formulation of housing related service policies
 - The making of decisions about how housing related services are delivered, including the setting of service standards
 - The scrutiny of our performance and the making of recommendations to us about how performance might be improved
 - The management of their homes, where applicable
 - Agreeing local offers for service delivery.
- 3.2 A review of our resident engagement offer was carried last year, to assess the effectiveness of our approach and to establish to what extent we were compliant with the regulatory standards as set out by the social housing regulator. The review concluded that our current resident engagement approach was very dated and reflects the expectations of the previous regulatory requirements. In particular, it did not provide a consistent link between our resident voice and improvements to service delivery. Neither does it reflect meaningful co-regulation practices. In addition, the review showed that our offer:
- was mostly face to face involvement opportunities, which is not always convenient for everyone
 - provided a very wide spread of engagement opportunity, which means we don't always have time to do them regularly or as well as we would like to
 - engagement was often the same residents, who are involved in more than one panel, and are not always representative of the community and wider resident population
 - Research confirmed that all these activities resulted in the engagement of only 3% of our residents.
- 3.3 As a result and not surprisingly, we received feedback from residents about how disengaged and disempowered they feel on how their Housing Management service is delivered. We needed to address this.
- 3.4 Research shows that there is a direct correlation between customer engagement, high customer satisfaction and value for money. For this reason, our commitment to enhance our resident engagement offer is a key component of our Customer Experience Strategy. Our new offer is also embedded within the new target operating model and will be measured as core housing management activity across our frontline teams.
- 3.5 We also recognise that the emerging improvements to our digital platform will enable us to better understand our residents. This will, in turn, enable us to align our resident engagement activities with service improvements and the overall customer experience.

4.0 Our new Resident Engagement Framework

- 4.1 As set out above, resident engagement is a key strategic priority for Brent Housing Management and will be promoted accordingly. Our vision is to ***‘Work as one team alongside our residents, putting them in the driving seat to shape and continuously improve services’***.
- 4.2 Our new approach will ensure residents have a real opportunity to get involved in service activities at all levels. Our resident involvement framework will link resident engagement to service improvements. It will also provide a cyclical feedback loop enabling us to demonstrate the impact of resident feedback on service delivery.
- 4.3 We’ve established from the consultation work and profile of the borough that we have a diverse group of residents whose preferred means of engaging and time commitment will most likely vary by factors, such as location, culture, availability and other factors. We’ve also determined that one-size does not fit all and our approach needs to reflect this. In addition, we want to;
- Establish a more strategic approach to resident engagement
 - Focus on meaningful engagement, investing in a new digital experience, to enable us to ‘go digital’ with those who prefer digital
 - Have a reduced but focused improved engagement offer, so that we will do less things, but we will do them better and they will be more meaningful
 - Establish ways of seeking views from the silent minority (silent voice)
 - Establish ways for residents to help decide what investments are made on their estates
 - Enable residents to tell us what they think at the point of receiving a service, in real time
 - Ensure services are improved by using accurate performance data so that residents can effectively review services, challenge poor performance and work with officers to undertake an effective quality assurance role
 - Identify community funding opportunities by working with partners and third sector organisations so residents can bid for funding, which improves their neighbourhoods and communities
 - Continue to support resident associations and local residents to enhance networking and community capacity building opportunities.
 - Identify opportunities and key projects, either new or existing, where our involvement and support can help promote social inclusion, and digital inclusion

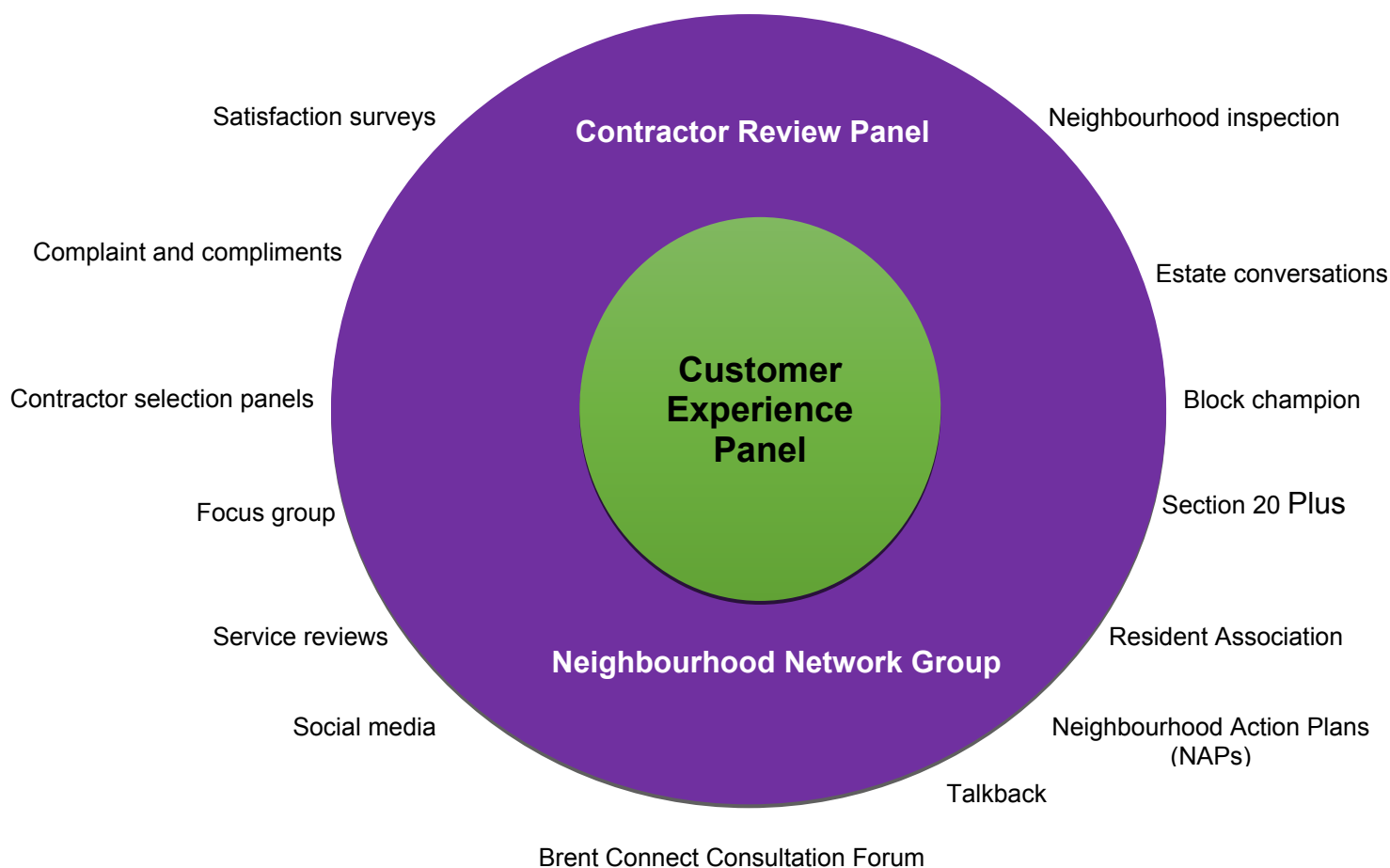
5.0 Menu of involvement

- 5.1 The framework is made up of a number of interlinked elements which channel ‘on the ground’ resident experiences and views through to the heart of scrutiny and decision making.
- 5.2 In accordance with our obligations under the regulatory standards, our resident engagement and scrutiny work is aimed at residents living in our residential stock or those that utilise a non-residential council owned asset e.g. garage, community centre. However, we will seek out opportunities to involve non-

council residents in local neighbourhood activities where this involves collaborating with other agencies as part of our community investment work. Together with, activities that doesn't involve any funding contribution from the Housing Revenue Account (HRA).

- 5.3 The diagram in figure 1 shows our approach and how these elements fit together. On the following pages is a further explanation of the role that each element plays.

Figure 1 **Our Approach**



Social Media

We will maintain Facebook and Twitter pages where there will be regular information posts on news and events from across Brent Housing Management Service. It will not just be about news and announcements, anyone will be able to get involved by messaging us or leaving comments to posts.

In an effort to increase our presence and improve the use of social media, we will encourage locally based staff to create and connect their own Twitter accounts to the Brent Housing Management Service Account.

We will set up Facebook pages in all of our key areas and will be using these to form local groups with resident's views being sought in this way.

We'll provide residents with opportunities to connect them to the heart of the decision-making process. We'll explore ways of hosting blogs on our websites which contain:

- Details of events
- Performance information
- Annual reviews

Staff will also be encouraged to set up WhatsApp groups for their blocks, to facilitate easy exchange of ideas and feedback. This will also be promoted to local groups to assist with communication and organising their activities.

We will introduce other social media channels as the need arises and as residents require.

Online Communication Panel

Ensures communication material including newsletters and online content, to address customer's priorities, are accessible to all. We will ensure key customer communications are customer-focused. We will also create online capabilities to enable residents to provide their views and post general comments.

Scrutiny & Co-Regulation

Customer Experience Panel

We will introduce opportunities for residents to scrutinise key areas of the Housing Management Service, through our **Customer Experience Panel (CEP)**. See **Appendix A**. This CEP will scrutinise our performance, champion residents' views and help us set local priorities. We will ensure the panel is representative of our tenant and leaseholder profile and will introduce a process that ensures the panel is refreshed regularly, without losing key experience.

Contractor Review Group

We will reform the Contract Review Group (CRG) function to provide residents with an opportunity to scrutinise repairs and maintenance services in a meaningful way. Outputs from this group will feed into the CRG. We will ensure the CRG is also representative of our tenant and leaseholder profile and introduce a process that ensures the panel is refreshed regularly, without losing experience.

Your Neighbourhood

Neighbourhood inspections:

We will provide our residents with opportunities to engage with us regarding services we provide on their estate. We will arrange for them to join their Homes and Community Housing Team and others in the local community to identify how their neighbourhood can be improved. We will also welcome ward councillors and key contractors to attend these. These will be followed up with 'You Said, We Did' communications, with clear timescales.

Section 20 Plus

We will extend the scope of the Section 20 consultation process to **tenants** to enable them to have the same rights to feedback on their views as **leaseholders**. We will also use the Section 20 Plus process to consult with residents on wider local improvements where appropriate. These will include, but not limited to, initiatives that will:

- Improve the communal services in our block or buildings
- Address environmental issues
- Address anti-social behaviour
- Improve community cohesion or sustainability

We will continue to engage **tenants** and **leaseholders** after the statutory or agreed period of consultation has closed. This will ensure they are able to provide feedback throughout the delivery of the project.

Block Champions

We will continue to support existing "Block Champions" who will support us to help identify and work on, local issues to successfully deliver our local service priorities.

Support for Community Groups

We will support new and existing community groups, resident's groups and social enterprises working in the areas where we have properties. We can provide training, including signposting to training organisations and other support to help them become self-sufficient. We will recognise constituted residents' groups which operate in areas where our residents live and involve a number of our residents.

We want to work with and support the Neighbourhood Network Group. We will therefore seek to establish a new set of terms of engagement, which would align with our new resident engagement framework and the outcomes it sets out to achieve.

Local Conversations

We will hold one-off events from time to time to address a local issue; if we need to promote a service in a particular area; or if we need to consult with residents on a specific topic. This will be done in a number of different ways including postal or telephone surveys, local surgeries, SMS messaging, door knocking, engaging with community activists etc.

Residents will be able to take advantage of the community grants scheme to set up their own Action Group. These can be groups founded to resolve a specific issue and are typically disbanded once they have done so. Such groups can be an effective form of engagement for residents wanting to get something changed / fixed, but not wanting to commit to more regular involvement.

Community fund

A discretionary fund will be made available to constituted community groups to further their aims and local objectives. We will also make available estate improvement budgets, which we will use to engage to determine how they are spent i.e. participatory budgeting. We will also work with our residents through their community groups and estate conversations to identify projects and activities that will be delivered by contractors as part of their social value commitments.

Brent Connect Forums

We will support the Brent Connect Forum by consulting the wider community on things that matter. We will encourage residents to attend these forums and also contribute to agenda items and discussions.

Culture and Diversity

We will work with internal department and local community group to nurture and promote **culture and diversity** across the borough. This will support the programme of activities linked to Borough of Culture programme.

Rate the services Brent Housing Management provide

We will regularly use a **telephone** and **online questionnaires** to ask about your overall satisfaction with our services.

We will carry out **Point of Service Questionnaires**: targeting residents who have had a service from us (e.g. a repair) and ask them to give us feedback on the service they received. We will explore developing, at point of service satisfaction feedback using our telephony system, this will enable residents to provide us with feedback in real time.

Shaping future services

We will undertake general customer research to support the development of our service.

Short ad hoc surveys from time to time and to help us understand residents' views on a particular topic. We will also organise Customer Journey Mapping as part of service reviews or the development of new services.

Talkback

We will continue to engage with residents through structured forums under the current Talkback structure, as part of our co-regulation activity, and seek to extend this approach to local areas where the needs arises.

Alignment with other activities across the council

The Resident Engagement Framework will complement the Council's **Stronger Community Strategy**. In particular, we will work with the Community Partnership Team to ensure housing management community engagement initiatives align and where required, resources and expertise are consolidated to improve outcomes to local residents. Brent Housing Management will establish links with the **Brent Connect Forums**, using this to engage on local community matters and capture views and aspirations from local people.

We will also engage with the Community Partnership Team to access and support other community engagement arrangement/initiatives including:

- Brent Connect User Forum
- Community Voluntary Sector
- Love where you live funding

We will contribute to Brent's community engagement review by making recommendations on how the outcome compliments our resident and community engagement approach, along with bringing together resources and expertise.

Budget

An important aspect of demonstrating that resident involvement is genuine, is to have a certain amount of devolved budgeting. The current Community Grant allows for an element of this. However, criteria of this grant has been reviewed to go beyond youth projects or fun days and instead give residents the autonomy to carry out more substantial work such as estate improvements. We will also ensure that residents are involved any key spend commitments associated with our environmental improvement budget. We will seek to facilitate this through local conversations and as part of the development of neighbourhood action plans. We have ring-fenced approximately £420,000 this year to support neighbourhood and environmental improvements. Residents' voice will be at the heart of any spend commitments and we will use the resident engagement structure including the Resident Network Group and local conversations to progress the same.

Brent Housing Management will also promote the community partnership discretionary budget, ['Love where you live' scheme](#) where residents can apply for grants up to £500 to compliment the Community Chest Grant and local discretionary budgets.

Evaluating the impact

The impact of the Resident Involvement Framework must be monitored in order to ensure it is effective. On an annual basis we will include an assessment of the impact of each of the key resident involvement bodies in our Resident Involvement Impact Assessment. We will also develop a suite of strategic and operational performance indicators to enable us to track our resident engagement work. Resident engagement performance outcomes will be included in management report to the CEP on a periodic basis.

During 2019/20 we will carry out an interim review with residents involved in the key groups such as:

- Customer Experience Panel
- Contractor Review Panel
- Neighbourhood Network Group
- Block Champions

The purpose of this review will be to look at what has worked for them, what has not and what action could be taken to improve the effectiveness of the resident scrutiny functions. We will also carry out a future review of this framework, in line with the specific requirements of the tenant involvement and empowerment standard. We will consult tenants, at least once every three years on the best way of involving them in the governance and scrutiny of their landlord's housing management service.

We will be keeping a watchful eye on best practice as it emerges. Our CEP members will be provided with information on how other social landlords are progressing with their approach to co-regulation and be given the opportunity to explore this in training sessions and capacity building activities. Regular benchmarking information will be provided to CEP members. This will allow the Panel to compare Brent Housing performance against other similar local and national organisations. Our local Management Team will embed the feedback from the resident involvement and scrutiny networks into our improvement planning process.

6.0 High Level Resident Engagement Delivery Plan

	Action “This is what we are going to do?”	Objective “This is how we are going to do”	Time Frame “This will be done by”
1	Establish the Customer Experience Panel	<ul style="list-style-type: none"> • Agree formal terms of reference • Agree role profile for members • Launch recruitment campaign, targeting residents that reflects the diverse resident profile • Establish induction programme 	September 2018
2	Re-launch the neighbourhood inspection programme	<ul style="list-style-type: none"> • Review the frequency of the existing inspection programme • Review terms of reference including strategy to increase attendance from residents and stakeholders 	August 2018
3	Develop an annual training programme	<ul style="list-style-type: none"> • Carry out skill base assessment • Develop training activities (in-house resources and external training vendor) 	September 2018
4	Launch the Section 20 Plus consultation scheme	<ul style="list-style-type: none"> • Establish link between the major works and wider environmental improvements • Explore ways of seeking engagement through virtual platform 	September 2018
5	Develop a suite of strategic/national indicators	<ul style="list-style-type: none"> • Identify strategic measures linked to the new resident engagement framework • Establish reporting arrangement into the Customer Experience Panel and housing management team • Establish mechanism for annual impact assessment to residents 	August 2018
6	Deliver plan to promote new resident	<ul style="list-style-type: none"> • Develop a suit of materials to promote resident engagement 	July 2018

	engagement offer	<ul style="list-style-type: none"> offer • Complete review of resident engagement page on the Council website • Establish reporting arrangements to measure the effectiveness of promotional methods 	
7	Establish register to capture resident involvement interest	<ul style="list-style-type: none"> • Develop specification to establish IT solution to capture interest for resident engagement activities 	September 2018
8	Establish strategic link and alignment to community engagement activities provide by the corporate Community Partnership Team	<ul style="list-style-type: none"> • Complete mapping of engagement synergies between the Housing Management and Community Partnership Team • Contribute to the delivery of the Stronger Community Strategy through partnership initiatives 	October 2018
9	Review service improvement and change management methodology to provide assurance of resident voice	<ul style="list-style-type: none"> • Complete review of management report template to include resident engagement consideration • Complete review of project management methodology to include resident voice 	July 2018
10	Establish IT solution to bring resident engagement activities together	<ul style="list-style-type: none"> • Create IT solution to capture residents involvement input • Provide guidance to staff on how to register resident engagement input 	October 2018
11	Consider any changes to resident engagement and empowerment regulatory standards	<ul style="list-style-type: none"> • Review the outcome of the impending green paper from the government 	November 2018
12	Work with our corporate team and the voluntary sector to enhance digital inclusion offer	<ul style="list-style-type: none"> • Carry of mapping of digital inclusion activities across the Council and the voluntary sector and establish ways of extending this to our customers • Review housing web pages to make it accessible for residents to get involved 	September 2018

7.0 Performance Overview

One of the main areas of complaints from residents has been their experience when they telephone us. Many have complained about the time it takes for us to answer the phone and how the calls are managed. We have therefore been working hard to create a better experience for residents.

We are happy to report that call handling performance has shown significant improvement over the past few months – leading up to the end of May 2018. The improvement initiatives delivered through our service transformation programme has made a positive difference in the way we manage service activities through our telephone contact channel. These improvement initiatives include:

- Better management of resources based on call pattern
- Improved support for call advisors, including coaching and better access to back office teams to resolve complex service requests
- Improved management and performance information, enable the customer experience management to assess individual improvements including the quality of call handling
- Delivery of customer service training to all customer advisors

Figure 2-4 illustrates the performance trend for the 13 months leading up to the end of May. It shows a consistent improvement in the proportion of calls answered together with the average length of time residents have had to wait for their calls to be answered.

The longest wait time has also reduced significantly, though we recognise that this needs to be better, and we are working very hard to resolve some of the service issues that gets in the way. These include finding a sustainable solution to some of the network system outage and teething issues associated with the new telephony system.

Figure 5 sets out a list of improvement underway or planned to address the abovementioned issues.



Figure 2

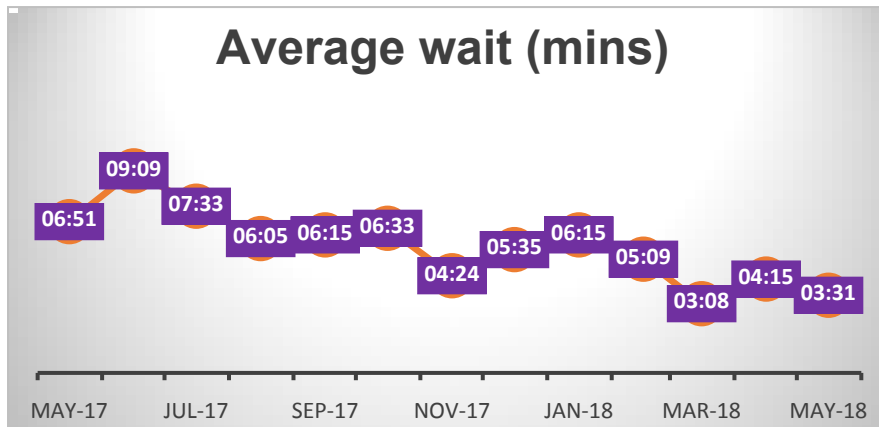


Figure 3

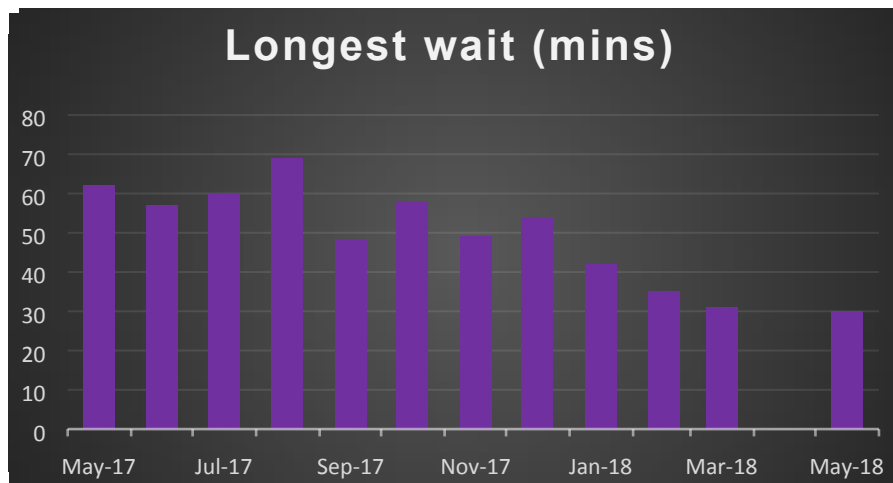


Figure 4

Top 5 Improvement Action

Ref	Improvement action	Start	Finish
1	Complete train the trainer customer service training for frontline manager	July 2018	September 18
2	Deliver a programme of bitesize training session to improve knowledge base	July 2018	September 18
3	Work with corporate IT department to address network and telephony issues	June 2018	August 18
4	Implement the new target operating model including the establishment of a co-location structure	July 2018	December 18
5	Deliver the online self-service delivery plan	June 2018	March 2018

Figure 5

Report sign off:

PHIL PORTER

Strategic Director of Community and Wellbeing

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Appendix A

Customer Experience Panel

Terms of Reference

Customer Experience Panel

The Customer Experience Panel (CEP or 'panel') is an independent group of recruited council tenants and leaseholders that co-regulate housing management services for London Borough of Brent (LBB).

The panel links with other involved groups including Resident Network Group, Block Champions, members of the Contract Review Group and focus groups to champion the needs of customers. The panel is customer focussed and accountable to the wider customer base.

Responsibilities and functions of the scrutiny panel

Our Customer Experience Panel will:

- scrutinise and monitor local performance and service standards
- focus on resident issues of concern and make sure they are addressed by the Housing Management Team
- influence decisions
- set local priorities
- make local decisions and recommendations
- increase and promote resident involvement

Membership

- There are places for up to twelve tenants and/or leaseholders
- Recruitment will be transparent and include an opportunity to shadow the work of the panel to determine suitability - applicants must
 - be a current tenant, leaseholder or a named household member (only 1 member per household)
 - tenants of leaseholders are not eligible
 - have no current action taken against their tenancy for any reason
 - not be in rent arrears without an agreement to repay
 - not have breached their agreement to repay arrears
 - be willing to complete training to gain the skills for effective co-regulation
- They may be members of other groups provided there is no conflict of interest
- Recruitment for the places will be in line with the Resident Governance Recruitment Policy

Accountability and support

- The CEP reports to the Housing Management Team with recommendations for improving services


- The panel will receive administrative support for their regular meetings and service reviews
- The panel budget will be managed by the Community Engagement & Partnership Manager
- The panel will receive ongoing training in the form of a scheduled programme based on needs and a skills gap analysis
- Expenses will be paid, including printing and travel costs, in line with the “Involved residents expenses policy”
- Panel meeting minutes and service review reports will be available on the website for customers
- When voting, each member of the panel present at the meeting will have one vote, if tied, the chair has the casting vote

Terms of Office

- Members can serve up to three years, after which members can be re-elected onto the panel, to help with succession planning
If you’re a Chair or Vice Chair, you may hold this position for a maximum of four years

Meetings information

- Regular meetings take place a minimum of 4 times per year
- Panel members will be expected to read the paperwork in advance of the meeting
- All members will be required to sign a confidentiality agreement
- The quorum for meetings is 50% of the current panel membership
- Members who are unable to attend meetings must send apologies via the Community Engagement & Partnership Manager at housingmanagement@brent.gov.uk
- Members who miss three consecutive meetings, without justifiable reasons will be deemed to have resigned, unless otherwise agreed by the panel

 Brent	Housing Scrutiny Committee 12 July 2018
	Report from the Strategic Director of Community and Wellbeing
Estate Parking Project	

Wards Affected:	All
Key or Non-Key Decision:	Non-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:	Two: <ul style="list-style-type: none"> Appendix A – Parking Services Contract Appendix B – Bike Hangar Schedule 2018
Background Papers:	One: <ul style="list-style-type: none"> Report to Cabinet, 11 December 2017, “Parking Services Contract”
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Troy Francis, Head of Housing Management Troy.Francis@brent.gov.uk Tel. 020 8937 2794

1.0 Purpose

- 1.1 The Protection of Freedoms Act 2012 (PoFA), has led to parking on housing estates becoming increasingly problematic which is set out in detail in paragraph 3.1 below. The change in legislation has significantly restricted the Council’s ability to deal with irresponsible parking so that residents are able to park with ease on their estate. In order to address this, a project was commissioned by Housing Management, working in collaboration with the Parking and Highways teams in Environmental Services, to consider the introduction of more effective parking controls. This will involve consultation with residents on each estate.
- 1.2 The proposed solution is the introduction of parking controls which are based on estate roads within the confines of HRA land being designated as off-street car parks. This will be subject to the introduction of a Traffic Management Order (TMO) and approval from Cabinet. Together with the support of local residents, the Council will introduce the first controlled parking scheme across five estates by September 2018.

2.0 Recommendation(s)

- 2.1 To note the outlined principles associated with the planned improvement to parking management on housing estates, commencing with the estates listed under paragraph 5.3.

3.0 Background and context

- 3.1 In October 2012, the Protection of Freedoms Act 2012 (PoFA) was introduced which significantly restricted the Council's ability to enforce parking controls on housing estates. The relevant parts of the Act are:
- Section 54, which makes it an offence to clamp, remove or otherwise immobilise a vehicle without lawful authority in England and Wales, from 1 October 2012;
 - Section 55, which gives the Secretary of State a power to make regulations allowing named authorities (such as the police), to remove vehicles from private land; and
 - Section 56 and Schedule 4, which allows landholders to pursue "keeper liability" in relation to the recovery of unpaid parking charges on private land providing certain conditions are met.
- 3.2 The legislation prevents the Council from seeking vehicle data from the Driving Vehicle Licensing Agency (DVLA). This severely restricts the ability to pursue unpaid parking fines as the address of the vehicle owner will not usually be known. The Act also makes it illegal for the Council or its contractors to remove or clamp vehicles on private land without a Traffic Management Order.
- 3.3 Vehicular movement and parking obstructions have become very problematic across a number of estates leading to multiple feedback from residents, Members and emergency services.
- 3.4 Residents have also found it difficult to park on their estate, as the parking spaces are being used by people who are not authorised to use the allocated spaces. Disabled residents have also found it difficult to use allocated parking spaces. In addition, emergency and service vehicles are unable to access estates when required.

4 Current position

- 4.1 Parking control on housing estates is currently being enforced by Wing Security, a private contractor. The contractor's ability to carry out this function is limited since the introduction of the Protection of Freedoms Act 2012. Due to legal restrictions on the release of DVLA data, parking penalties under this legislation can only be issued to drivers for whom details are already available, which in most cases are those who have purchased estate permits, with the only means of recovering payment through a contractual debt. This has reduced the effectiveness of current parking enforcement on housing estates.

- 4.2 Parking permit holders on housing estates are finding that parking spaces are occupied by unauthorised vehicles, and the Council is limited as to the action it can take.
- 4.3 The Council recently extended its parking contract with Serco, who carry out the enforcement function on the public highway and in off-street car parks, until March 2023. The report to Cabinet of 11 December 2017, "*Parking Services Contract*", set out the strong service and financial arguments for awarding the contract extension to Serco. Serco's operational and administrative processes are flexible enough to provide an opportunity to quickly extend effective parking enforcement to housing estates. In addition, Serco already has extensive coverage of qualified Civil Enforcement Officers (CEOs) across the borough, which will accelerate mobilisation.

5 Proposed approach and associated issues

- 5.1 The first stage of progressing the option of introducing an off-street parking management scheme will be to determine whether the estates in question consist of roads, off-street areas, highways or a combination of these. This will inform a decision regarding what type of orders can be made under the Road Traffic Regulation Act. A site survey of each estate and known history of the use of those areas by the public, would assist in determining what type of Order could be made and decisions on what are roads, a highway or off-street parking areas.
- 5.2 The implementation of off-street parking enforcement will require the application of a new TMO. It will also require investment in appropriate signage and road markings setting out the local restrictions. It will also require an efficient administrative system to manage permit issuance for residents and their visitors.
- 5.3 A comprehensive consultation programme will be developed by officers starting with the five worst affected estates included in the table below

	Unauthorised parking reported	Feedback from residents	Proximity of the estate to major amenities
Alexander Court	✓	✓	✓
Landau House	✓	✓	
Joules House	✓		✓
Windmill Court	✓	✓	✓
Seymour Court	✓	✓	

- 5.4 The introduction of off-street parking controls will mean that residents will need to purchase a permit. It is proposed that this should be aligned with the cost of a typical resident permit for Controlled Parking Zones on the public highway. The current (2017/18) price of a single standard parking permit in the Council's Controlled Parking Zones (CPZs) is £85 a year. This standard annual permit cost will enable the Council to cover the full cost of managing the off-street

parking scheme without provided any subsidy. This annual charge will cover the following:

- Sign and lines
- Administration of permit
- Cost employing civil enforcement

- 5.5 This would mean that those residents, who are subscribed to the current parking arrangements, will pay significantly more than their current payment of £10 a year. The estate parking permit would in a formal sense be more comparable to an annual permit for an off-street car park. Due to this, and the relatively small number of permits required for housing estates, it is not recommended that the more complex permit pricing schedules applicable to CPZs should be replicated.
- 5.6 The estate roads would be designated as housing off-street car parks. Therefore all revenue and costs associated with the new arrangements would need to be held within the Housing Revenue Account.
- 5.7 Subject to the outcome of the resident consultation, Cabinet will be asked to authorise the introduction of a TMO for the estates listed. Cabinet will also be asked to agree a charging policy for the scheme.
- 5.8 The cost of informal consultation with the five estates is estimated to be £5,676. This includes officer time in running the consultation and analysing the results, and the cost of printing and delivering consultation material to every household. The costs will be closely monitored and reported upon via the Council's monthly monitoring regime. The cost of implementing off-street parking controls on the five estates is unknown and will be quantified and reported back to Cabinet with the result of the informal consultation.

6 Consultation

- 6.1 The informal consultation exercise will be designed to provide local residents with a range of options for parking management and enforcement across the five estates. In particular, all local residents (tenants, leaseholders and owner occupiers) will be given the opportunity to choose from the following:
- Preferred type of parking control
 - Preferred hours of control
 - Areas that will be included
 - No parking controls
- 6.2 The pricing structure for permits will be included in the consultation pack. The Council will propose to align the cost of the proposed estate parking permit with that charged for a single standard vehicle resident permit for Controlled Parking Zones.
- 6.3 The content of the consultation documentation will be developed collaboratively between officers from Housing and Environmental Services with sign-off from Legal.

- 6.4 The resident consultation exercise will provide the Council with a profile of vehicle ownership across the selected estates which will be supplemented by the information already held under the existing permitting scheme.
- 6.5 We have already started a number of informal discussions with resident groups from two of the estates as set out under 5.3 (Alexandra Court and Windmill Court). Initial support for the introduction of the off-street scheme was positive. Residents who we have spoken to have indicated that they would be willing to pay £85 (proposed cost of the new parking permit) if this would address the current parking issues.

7.0 Project timeline

- 7.1 To achieve the implementation timescale under paragraph 1.2 a discreet project group will be established to oversee the key activities associated with the agreed traffic management enforcement option as set out in the table below.

Project milestone	Timescale
Approval received from PCG	1 st July
Site survey to establish status of land	Mid-July
Commission survey	Mid-July
Complete survey	End of August
Complete analysis of survey results	Early of September
Seek approval from cabinet	November Cabinet meeting
Consult on enforcement option	Early December
Mobilisation of enforcement contract	Mid-February 2019
Establish permit administration system	Mid-March 2019
Implementation of enforcement option	Early April 2019

8.0 Other related matters

8.1 Plans for cycle parking

- 8.1.1 We recognise that there is a lack of provision for bicycle storage across some of our estates. This year we have committed £38,000 to the installation of bicycle hangers across the most problematic estates. The solution selected will offer a secure and weather proof area for residents to store their bicycles. It will also enable us to address some of the health and safety concerns associated with bicycles left in the communal areas. Appendix 2 the first phase of cycle parking programme including timescales for delivery.

8.2 Identification of recycling sites.

- 8.2.1 Recycle collection points for domestic waste are provided across all sites. However, there are currently no recycle sites located on our estates.

8.3 Outline Estate/Road condition.

- 8.3.1 There are currently no planned condition assessment of our estate roads. Visual assessments are carried out as part of our planned estate inspection regime which is used to inform recommendations for any patch and resurface work. A technical survey will be carried out as part of the introduction of any traffic management scheme and consideration will be given to any investment required.

9.0 Financial Implications

- 9.1 The cost of BMG Research carrying out the informal consultation for circa £6k and any additional council officer time associated with the exercise will be contained within existing HRA budgets.

10.0 Legal Implications

- 10.1 Under the Road Traffic Regulation Act 1984 (RTRA 1984), a local authority has powers to designate parking places on and off the highway, to charge for use of them, and to issue parking permits for a charge.
- 10.2 The Council will only be able to enforce parking control on its housing estates take action if it is able to target such action against the keeper of an unauthorised vehicle. This could be done by making Orders under the relevant provision of the Road Traffic Regulation Act 1984 and then enforcing them under the provisions of the Traffic Management Act 2004. Under the 2004 Act the Council would have access to DVLA records to find the keeper of the vehicle.

11.0 Equality Implications

- 11.1 The proposal will lead to an enhanced service to council tenants with the permit revenue paying for much more effective enforcement and therefore protecting residents' own parking. It should be noted that that Blue Badge holders living on an estate wouldn't need to buy a permit.

12.0 Consultation with Ward Members and Stakeholders

- 12.1 None

13.0 Human Resources/Property Implications

- 13.1 None

Report sign off:

PHIL PORTER

Strategic Director of Community and Wellbeing

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Cabinet
11 December 2017

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

Parking Services Contract

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt:	Open
No. of Appendices:	1
Background Papers:	Parking service annual report
Contact Officer:	Gavin F Moore Head of Parking and Lighting Tel: 020 8937 2979 gavin.f.moore@brent.gov.uk

1.0 Purpose of the Report

- 1.1 This report sets out options and identifies a preferred option for the future procurement of the Council's Parking Services Contract. Parking is a high profile service with key objectives to ensure adequate parking spaces on-street for residents, businesses and visitors, to reduce congestion and improve road safety, and support sustainable environmental objectives.
- 1.2 Three procurement options have been considered for this contract, whose first five year term expires in July 2018: re-tendering the contract; establishing a new in-house team; or extending the Serco contract by up to five years. The report sets out why the latter option is recommended: to facilitate service improvements, efficiencies and savings; and minimise service and financial risks. The extension period will also provide an opportunity to test new approaches to enforcement and ways of working; and provide space to develop a preferred strategic option for the council in respect of the future delivery of parking and other environmental services.

2.0 Recommendation

- 2.1 That Cabinet agrees to exercise the option to extend the Parking Services Contract by four years and nine months to 31 March 2023, for the reasons set out in Section 5 of this report.

3.0 The Current Parking Contract

3.1 The parking contract with Serco was let in 2013 for a term of five years (to July 2018), with an option for the council to extend the contract by up to 5 years. The contract covers the full range of activities undertaken to provide parking services, including civil enforcement of parking and moving traffic restrictions as set out in the Road Traffic Regulation and Traffic Management Acts. Key functions are:

- Parking enforcement, mainly through deployment of Civil Enforcement Officers
- CCTV enforcement of moving traffic and bus lanes
- Responding to informal PCN representations
- Management, Operation & Maintenance of Pay & Display bays on-street
- Management and maintenance of Controlled Parking Zones
- Management of off-street parking in council car parks
- Vehicle removal operations & car pound
- Managing specialist provision of cashless parking & electronic payments
- Back office business processing services, including the provision of parking control software, scanning, indexing, and permit administration

Brent retain a client function with responsibility for:

:

- Parking policy and overall management
- Establishing priorities
- Prioritisation and management of service changes
- Management of the Serco parking contract
- Management of the civil enforcement agent (bailiff) contracts
- Hearing formal PCN appeals, tribunal referrals and debt recovery processes
- Parking related enquiries, complaints and Freedom of Information requests

Serco's performance to date is examined in detail in Section 4 below. Annual contract expenditure in 2017/18 is expected to be over £4.5m p.a. The Parking Account was in surplus in 2016/17 (see table in paragraph 4.6 below); taking account of legal requirements the surplus has been applied to meet 72% of the cost of funding concessionary fares (the Freedom Pass), in accordance with Council policy and corporate budget planning.

3.2 The contract was originally procured as a West London Alliance initiative alongside the London Boroughs of Ealing and Hounslow. At present Brent and Hounslow are both utilising the full services provided by Serco, including the provision of parking and traffic enforcement services. However, apart from some back office provision, LB Ealing currently use NSL to provide most parking services, in particular enforcement. An Inter-Authority Agreement has been in place to govern the operation of the joint contract. The boroughs have jointly agreed not to extend the Inter-Authority Agreement beyond the initial five year term. Any extension agreed by LB Brent from July 2018 would therefore be on a single borough basis.

3.3 Officers have been advised that LB Hounslow has entered discussions with Serco to discuss an extension to their contract beyond July 2018. Cabinet will be advised verbally should there be further developments.

3.4 LB Ealing uses NSL for most enforcement and parking service activity. Serco provide some back-office parking functions. Ealing have decided that continued division of the parking service is not desirable. The borough is therefore consolidating its contracts with NSL and Serco into a single unified parking contract due to commence in April 2019. Contract extensions with both companies are in place to March 2019. Ealing have expressed an interest in continuing to work with Brent in collaboration to achieve efficiencies and deliver savings. Ealing have also approached other nearby authorities, including LB Barnet. This could provide an opportunity to achieve enhanced economies of scale from April 2019, particularly if LB Hounslow decide to extend their contract with Serco.

4.0 Performance of the Serco Contract

4.1 Following the mobilisation period in 2013/14, contract performance by Serco has been of a high standard. Local Partnerships (the joint consultancy arm of the Local Government Association and the Treasury) were engaged in 2017 to determine the range of options available to the council from an objective, independent perspective. Local Partnerships concluded: *“The service quality of the current arrangement is generally well regarded and Brent, with Serco, have been recognised nationally for their good practice, winning ‘Team of the Year’ at the British Parking Awards.”* Local Partnerships also concluded that *“...the evidence was clear that the current service is performing well. Brent has built a good relationship with Serco and Serco has performed.”*

4.2 Performance data over the term of the contract is summarised in the [Parking service annual report](#) , which was endorsed by Highways Committee in July 2018. The service has performed well ahead of expectation over recent years, even after taking account of the loss of most parking CCTV enforcement powers in April 2015 as a result of restrictions imposed on all local authorities by the 2015 Deregulation Act.

- The Act’s key impact was to greatly reduce the council’s power to enforce parking through the use of CCTV. The loss of power was imposed on the council with only one week’s notice, immediately prior to the 2015 General Election. Serco addressed the changes required by the comprehensively in Brent, switching staff resources overnight from CCTV to on-street CEO enforcement. In comparison with other local authorities, Brent and Serco were able to sustain effective parking enforcement from the first day of the Act coming into effect. Subsequently improvements in CEO productivity have led to further growth in enforcement coverage. The planned introduction of the London Living Wage in July 2018 will further expand capacity for effective CEO enforcement borough-wide.
- In respect of moving traffic enforcement, in 2015/16 Serco and Brent achieved the highest growth in operations of the 33 enforcement authorities in Greater London. As a result non-compliance by motorists at key locations has been reduced by up to 80%, with a significant impact on reducing traffic congestion and improving road safety. Serco has the capacity to introduce additional moving traffic enforcement at key locations identified by Brent, utilising automated Lanewatch cameras

- Complaints about the service have dropped by 56% - 146 complaints were received in 2016/17, compared to 337 received in the contract mobilisation year 2013/14.
- All budget planning expectations have been met or exceeded, providing additional contributions to the corporate cost of concessionary fares in each year from 2014/15.

4.3 The first year of the contract, 2013/14, was focused on achieving a smooth transfer of operational responsibility from the former contractor and mobilising Serco's enforcement operations. Two key changes were also implemented in the first 18 months of the contract:

- Automatic Number Plate Recognition was introduced, linked to Brent's CPZs, supplemented by data tables, analytics and operational models. Mobile ANPR operations have built a 'heat map' of locations across Brent where compliance is low historically so that day to day planned compliance activity can be focussed on those areas where most offences occur. The system is linked to mobile CEOs who can respond quickly to enforce parking contraventions.
- Delivery of the major project to replace the former parking shops, and the visitor scratch card system, with accessible on-line services for permit issuance and PCN administration.

4.4 During contract years 2014/15 and 2015/16, Serco were directed by Brent to devote their change management resources to focus on delivery of a substantial programme of improvements to the service, with £3.2m of budget planning implications. The key components of the programme successfully delivered in partnership with the client team are set out below.

Project	Notes
Additional CEO Deployment replacing CCTV	See 4.2 above; facilitating substantial increase in enforcement
Introduction of moving traffic enforcement CCTV	See 4.2 above; issuance of PCNs for moving traffic offences trebled
Introduction of new car park Season Ticket options	
Introduction of Event Day Parking in Car Parks	Moving parked cars off-street
Enforcement of Northwick Park car park	
Introduction of Lower Place Business CPZ and enforcement of Disraeli Road car park	Innovative and popular business parking scheme supporting the Lower Place industrial estate
Reform Visitor Parking Charges to the new £1.50/£3/£4.50 pattern	High impact on parking supply, with an estimated 700 places freed up each day

Project	Notes
Introduction of Voice Recognition telephone technology	See 4.5 below
Online PCN Case Management	
Transfer of RingGo cashless parking	See 4.5 below
Removal of surplus P&D Machines	

4.5 A range of other service improvements and innovations have been introduced by Serco in partnership with Brent during the course of the contract:

- Voice Recognition technology has been introduced to the Serco Parking call centre, to improve the handling of enquiries and visitor parking bookings. Call response times have improved along with customer satisfaction. More reliable call handling has now reduced by 50% the total number of calls received; a reduction of 60,000 calls p.a., providing a cost saving to the council of £120k p.a. In addition, the proportion of calls abandoned has reduced by more than 60%.
- From January 2017, virtual parking permits have replaced paper permits for residents and businesses
- Body Worn Video has been introduced to improve staff safety on-street, and to assist in resolving PCN appeals
- Introduction of re-locatable CCTV to enforce school Keep Clear markings
- Staff essential user paper permits will be phased out in 2018 and replaced by an on-line booking system to eliminate any misuse
- Serco has taken over the management of a range of specialist sub-contractors, including RingGo's cashless payments service, providing substantial cost savings;
- In 2016/17, 59% of on-street parking payments were made using cashless methods, compared with just 19% in 2012/13 before contract start
- Deployment of moped CEOs has facilitated a rapid response to reports of parking contraventions made by residents and Members
- Introduction of a permit reminder service providing text, email and letter
- Introduction of online case management to assist motorists to view and appeal their Penalty Charge Notice online
- Pursuing PCN debt on foreign registered vehicles abroad
- Accreditation to the Payment Card Industry Data Security Standard for all payments received, ensuring that credit card information is secure.

Further service innovations offered by Serco for the proposed contract extension are set out in the Appendix.

4.6 Enforcement and financial performance

The table below shows how enforcement and financial performance has improved since the pre-contract year, 2012/13. It is forecast that performance will improve further in 2017/18.

Key Performance Indicators	2012/13 (APCOA*)	2013/14 (SERCO mobilised)	2014/15 (SERCO)	2015/16 (SERCO)	2016/17 (SERCO)
PCNs issued by CEOs for parking contraventions	85,101	75,458	87,347	99,145	103,363
PCNs issued by CCTV for parking contraventions**	28,942	37,353	36,584	991	2,160
PCNs issued for bus lane contraventions	3,373	5,681	11,362	8,370	10,349
PCNs issued for moving traffic offences	25,367	24,029	27,512	73,990	72,221
Parking Account: net surplus	n/a	£7.914m	£8.957m	£10.119m	£11.724m ***

* Prior to 2013 the service provider was APCOA

** Since 2015/16 the number of parking PCNs issued by CCTV has dropped by almost 95%, following the introduction of the Deregulation Act 2015. This also had the effect of reducing enforcement revenue by an estimated £1.8m p.a. from 2015/16 onwards.

*** The entire £11.7m surplus in 2016/17 was utilised to meet 72% of the total cost of concessionary fares (the Freedom Pass)

4.7 Civil Enforcement Officer Productivity

Productivity is measured by PCN issuance per deployed CEO hour; the contract requires a productivity of at least 1.15 PCNs per hour. As the table below shows, since 2014 Serco has been able to exceed the productivity rate required by the contract specification. This improvement in productive activity is especially marked as the volume of enforcement has also increased.

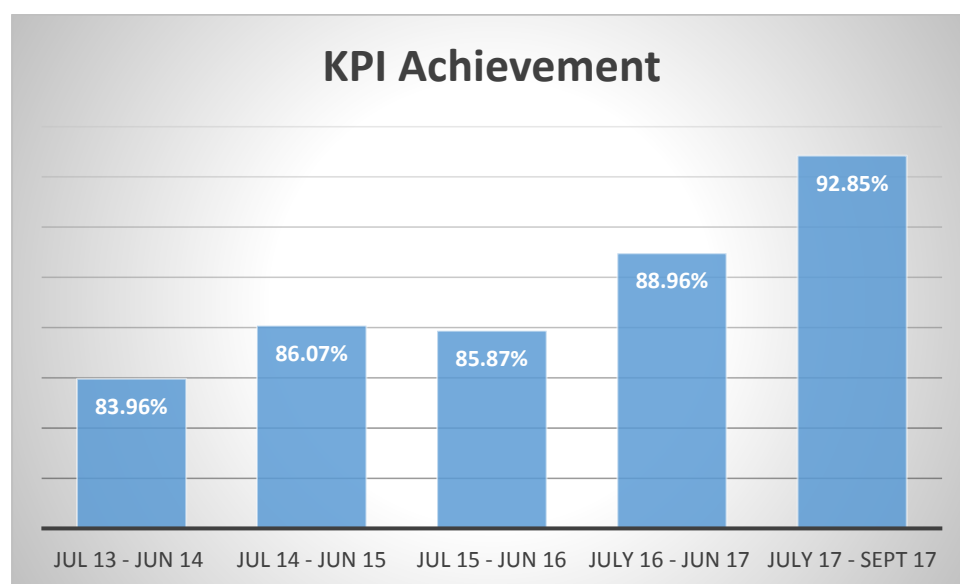
Contract year	PCNs issued	CEO Hours	Productivity (PCN/hour)
2017/18 (first 3 months)	25,987	20,998	1.24
2016/17 (Serco)	100,503	80,256	1.25
2015/16(Serco)	97,570	78,899	1.24
2014/15 (Serco)	93,045	77,615	1.20
2013/14 (Serco mobilisation)	74,113	71,840	1.03
2013 (APCOA – first six months of 2013)	42,682	49,084	0.87

CEO productivity is very difficult to benchmark. The issuance levels achieved are invariably held as contract data and not made available to other parties. Even if data

were to be made available, direct comparisons would be unreliable due to the different scale of operations in each authority and the impact of diminishing marginal returns. In effect the larger the scale of enforcement the lower productivity tends to be, as more locations with lower levels of contraventions are enforced. In authorities with smaller scale enforcement volumes than Brent, activity is focused on only the most contravened restrictions and productivity can appear artificially high.

4.8 Contract KPIs

The contract KPI basket is used to calculate the profit element of the contract paid to the contractor. The improved level of achievement achieved by Serco against the Brent basket of KPIs is set out in the chart below. Serco has achieved comparable KPI performance improvements in Hounslow and Ealing.



4.9 Benchmarking

A reliable comparison of contractor performance is difficult to secure as no formal information-sharing is undertaken by enforcement authorities. Only PCN issuance data is collected London-wide. An assessment has however been undertaken of Serco's performance in respect of PCN issuance in comparison with: Brent's previous contractor (APCOA). The table below illustrates a marked improvement in PCN issuance achieved by Serco compared to Brent's former contractor, APCOA.

	Brent PCN issuance: 2012/3 (APCOA) to 2016/7 (Serco)
Traffic and bus lane CCTV	Up from 27,719 (APCOA) to 82,615 (Serco) [+198%]
CEO Parking	Up from 85,101 (APCOA) to 103,424 (Serco) [+21%]

(PCNs issued by CCTV for parking offences are excluded due to the ban imposed by the 2015 Deregulation Act.)

5.0 Options Appraisal

Three Gateway options have been examined:

- Option 1: Extend current Serco contract for 4.75 years, to synchronise the end of term with the Veolia public realm and other environment contracts
- Option 2: Move all current Serco services in-house from July 2018
- Option 3: Let a new contract to commence from July 2018 by going out to market

Key issues have been identified for each of these options and are set out in detail below.

5.1 Option 1: Extend current Serco contract for 4.75 years to March 31st 2023

- The contractor's performance record is strong, as set out in Section 4 above
- This is reinforced by the strong financial record of the contract to date (see paragraph 4.4 above)
- High levels of enforcement performance have had a marked impact on PCN issuance, increasing the contribution which the service makes to fund the Freedom Pass (concessionary fares). This contribution last year covered 72% of the total cost (see table in paragraph 4.6 above), which would otherwise need to be met from the Council's general resources.

- Assurance of this high level of service and financial performance during the proposed extension period can be provided by Serco.
- Serco's capacity to expand enforcement will improve further through introduction of the London Living Wage in July 2018, in line with Brent policy. This will particularly benefit Serco's Civil Enforcement Officers (over 50 fte), facilitating the recruitment and retention of additional CEOs. Serco and the council had wished to bring this implementation date forward but this was blocked due to restrictions imposed by the Inter Authority Agreement with LB Hounslow.
- The £220k p.a. cost of introducing the London Living Wage for the whole workforce from July 2018 will be covered through efficiency savings to be delivered by Serco.
- During the course of the contract extension, neither Serco nor the council would be restricted to the London Living Wage as a fixed baseline salary. In principle, and if resources permitted, the council could in future decide on a policy change regarding the minimum salary expected for staff employed by contractors and external commissioned services. In respect of the Serco contract, this could be delivered through a contract amendment with an associated growth bid.
- Negotiations with Serco are progressing to achieve an additional £550k p.a. target for growth in revenue and savings from July 2018, integral to any agreement to extend the contract to March 2023 (£413k in 2018/19, then £550k p.a. from 2019/20 onwards). A range of service improvement options proposed by Serco are under consideration (see Appendix A), including more effective enforcement outside schools at peak times, and deployment of an experienced specialist team to target problem locations outside of normal enforcement hours . An extension to March 2023 would provide Serco with the commercial stability to deliver these improvements. A short term extension to the contract would not be viable in commercial terms, to facilitate the extension of capacity needed to deliver savings and service improvements at this level.
- A contract extension will facilitate development of a business case to extend more effective parking enforcement to Housing estates through a variation to the Serco contract
- There would be a further opportunity in Spring 2019 to secure additional economies of scale if Serco win the Ealing and/or Barnet contracts, utilising the inherent flexibility and transparency of the Open Book approach used in the current Serco contract; this opportunity would also arise if Hounslow agree to extend their contract with Serco
- There will be opportunities to test new ways of working with Serco during the contract extension including alignment with the proposed neighbourhood management approach to the provision of Environmental Services, and providing greater support to schools to meet the targets set out in their travel plans

- Serco has the capacity to deliver further growth in cashless parking provision, and to support any move towards fully cashless payments if the council decides to pursue that objective. This could provide cost reductions and reduced losses due to theft from machines. Within the next five years customer acceptance of cashless methods can be expected to increase, potentially making this a more viable option than previously considered.
- Formal PCN appeals will remain an in-house service, in compliance with Statutory Guidance, providing motorists with an assurance that appeals will be judged impartially at arms-length from the enforcement provider.

5.2 An extension of the Serco contract to March 2023 opens up strategic options for the Council to consider which could provide a greater opportunity for economies of scale. A more wide-ranging option covering a range of environmental services, aligned with the end of the Veolia and other contracts in March 2023, could potentially be more viable. This would facilitate full Member engagement from 2018 in analysis and decision-making; and provide sufficient time to plan for and implement whichever strategic option Members select.

5.3 Local Partnerships advised “... a number of currently outsourced service contracts co-terminate around 2023. This offers the council an opportunity to review their procurement and service delivery strategy across a range of service elements and bring these together in a consistent and considered solution. Future planning offers an opportunity therefore to consider the short to medium term up to this ‘pivot date’, and long term defined as after this. Based on the analysis undertaken, Local Partnerships recommends therefore that in the short to medium-term Brent works with Serco to test integration with Area Teams and elements for in-house provision. This should allow Brent to develop its knowledge of the service and what is possible and develop robust business case(s) in real-time with real data. Given the strong relationship with Serco and the ability to extend the current arrangement for a period of time, this will enable Brent to manage the risk to income / revenue of changing provision, in a sensible way.”

5.4 Option 2: Move all current Serco services in-house from July 2018

- It has not been possible to establish a viable business case for the creation of a new in-house Parking service on a short timescale, particularly in respect of the risk to functions relating to parking enforcement and permit issuance.
- A stand-alone in-house parking service, established on a like-for-like basis from July 2018, could be substantially more expensive than the current provision. This would be due to three main factors: higher staff direct costs than forecast under the agreed London Living Wage model, and higher staff on-costs (including pension provision); less favourable specialist sub-contractor charge rates (for example cashless parking) than those secured by Serco; and the substantial risk of lower enforcement performance and declining revenue. A growth bid would need to be brought forward to bridge the gap if this option were to be considered.

- Most local authorities have now outsourced parking enforcement; it has not been possible to identify a comparable authority which has returned an outsourced parking enforcement service successfully to in-house provision
- There is no recent experience within the council of direct management of parking enforcement services; and no recent experience of managing front-line public realm services on this scale – over 100 fte staff would be involved. Time and resources would be needed to create and build this capacity to provide a prospect of success.
- Complex management, Legal, HR, Procurement and Finance challenges would need to be considered with appropriate levels of staff input and other resources.
- TUPE would be a factor as the existing Serco staff would hold acquired employment rights on transfer of employment.
- This would be a high risk option given the unknown capability of a new parking service to meet current service performance standards (see section 4 above); if enforcement is weakened the level of parking contraventions could increase, making it more difficult for residents to find a parking space and increasing traffic congestion; in respect of enforcement this also implies a high corporate financial risk due to the substantial contribution of enforcement revenue to the parking surplus used to help fund concessionary fares.
- This risk of immediate disruption to permit issuance and parking enforcement services, in particular, could commence from January 2018 and cover a period of at least a further 18 months; due to (a) the winding down of the current contract and (b) the creation and mobilisation of a new parking service. (During 2013/14, the mobilisation year of the current contract, PCN issuance dropped by 10,000; equivalent to an expected £500k yield.)
- A new IT system for parking permit issuance would need to be procured and made operational for July 2018. Changing IT systems with a high customer turnover are inherently risky projects, and prone to time and cost overruns.
- Should there be disruption to parking enforcement or the issuance of permits to residents, there would be a clear impact on residents in 2018. Disruption to permit issuance would be a cause of stress and anxiety to residents, and could undermine enforcement action.
- There could be no assurance that the £550k p.a. forecast from the proposed contract extension could be delivered by a new parking service, or that efficiency savings could be delivered by a new service to cover the £220k p.a. cost of introducing the London Living Wage. Either of these risks would have a significant impact on current corporate budget planning assumptions were they to be realised

- Advice of specialist external parking consultants, Alpha Parking, engaged in 2017 was that a stand-alone in-house service established on a short timescale would be unlikely to be viable
- LB Ealing has also concluded that an in-house service would not be an immediate option. Their decision report advised: *“This industry has advanced at a rapid pace in terms of IT support and staff development. Coupled with the development of the Serco service on a reasonable scale, this means the contracted-out option continues to make economic and service efficiency sense.”*

A more wide-ranging in-house option covering a range of environmental services, aligned with the end of the Veolia and other contracts in March 2023, could potentially be a more viable option. This would facilitate full Member engagement from 2018 in options analysis and decision-making; and provide sufficient time to plan for and implement a strategic in-house option.

5.5 Option 3: Let a new contract by going out to the market

- Cost savings on the current contract price are unlikely to be achieved by re-tendering; Serco were awarded the contract in 2013 with the lowest price and there have not been any major new service provider entrants to the London market since then.
- The cost of the contract has not increased automatically by inflation over the initial five year term, increasing the likelihood that retendering the contract could increase costs
- Service quality provided by Serco has been markedly greater than anticipated at the time of the contract award; there is a risk that another provider would not offer the same quality, reducing the effectiveness of enforcement and a reduction in net enforcement. Benchmarking the performance of another leading contractor provides some evidence to support this assessment (see 4.7 above).
- Procurement costs would be incurred
- In the longer term more strategic tendering options will be available, aligned with the end of the Veolia contract in March 2023
- Serco may not submit a tender if the contract is re-let, limiting the value of the competitive process; if Serco did tender their price might well increase
- Service disruption would be inevitable in the transitional period up to July 2018
- There would be an unavoidable performance dip from early 2018 to mid-2019 at least as Serco withdraw from the service and a new contractor is mobilised.
- A replacement parking permit IT system would need to be in place from July 2018, with a high risk of service disruption and increased resident dissatisfaction should the timetable not be met

Conclusion

5.6 Taking into account the conclusions of the analysis presented above, officers recommend that the Council should exercise its contractual option to extend the Parking Services contract with Serco for a period of 4.75 years to 31st March 2023. This recommendation has been endorsed by the corporate Commissioning and Procurement Board.

5.7 The parking contract contains provisions for change control, and a number of significant changes have been made to service provision since 2013. Further service changes can be introduced into the contract through this mechanism. An opportunity to consider change could be taken during the 2018/19 contract year, given that an Open Book review will be scheduled for that period which will take account of any additional parking contracts gained by Serco. This would provide Members with the opportunity to seek further changes and innovation through the contract. An example is the possibility of a greater drive towards cashless parking, as identified above.

6.0 Financial Implications

The Parking Enforcement service annually costs £4.5m, and this report evaluates three options for continued service provision after the current contract ends in July 2018. The recommended option stated in paragraph 2.1 is to extend the current Serco contract to 31st March 2023. As part of the contract extension negotiations, officers are seeking from Serco a reduction in the contract price to meet the 2018/19 £0.55m procurement contract savings target.

7.0 Legal Implications

7.1 Officers' preferred option is to extend the existing Parking Services Contract with Serco by four years and nine months to 31 March 2023. The initial term of the Parking Services Contract expires on 3rd July 2018. The Council has an option to extend the term of the contract by up to a further 5 years by giving no less than six month's written notice expiring at the end of the initial contract term.

7.2 Any extension of the Parking Services Contract is subject to price adjustment in accordance with clause 29. This provides that the parties shall agree an appropriate price adjustment. Clause 29.4 indicates that any price increase shall not exceed the percentage change in the Approved Indices between the Commencement Date and the date 6 months before the end of the Initial Contract Period.

7.3 As indicated in paragraph 3.2, the Parking Services Contract was procured as part of a West London Alliance project involving the London Boroughs of Ealing and Hounslow. Both Ealing and Hounslow are parties to the contract and the three boroughs have operated it jointly during the initial term under an inter-authority agreement. Ealing is extending its element of the contract to 31 March 2019 but it is not clear whether Hounslow will be extending its element of the contract and

if so, for how long. Irrespective of whether the contract is further extended by Hounslow, the three boroughs have decided not to continue to operate the contract jointly after the expiry of the initial term and will need to agree exiting arrangements from the Inter-Authority Agreement.

- 7.4 With parties leaving the Parking Services Contract, there will need to be certain variations to it as a result although it will not be possible to know the extent of the variations until Hounslow have confirmed their intentions. In addition to these variations, it is proposed that the contract will be varied to address the service improvements and efficiencies proposed in Appendix A.
- 7.5 Should the Council chose to re-tender the Parking Services Contract from July 2018, the estimated value based on the current contract would mean that the contract would be classed as a High Value Contract under Contract Standing Orders and would require a full tender exercise to be undertaken in order to comply with Contract Standing Orders and Public Contract Regulations 2015.
- 7.6 Should the Council chose to move in-house all services provided under the Parking Services Contract, the Transfer of Undertaking (Protection of Employment) Regulations 2006 is likely to apply to a large number of Serco staff working on the Brent element of the contract who would transfer to the employment of the Council.

8.0 Equalities Considerations

- 8.1 Standards within the contract will ensure that the service provider continues to comply with the Council's policies for equalities.
- 8.2 An initial equalities impact assessment screening has been completed in respect of the recommendation to extend the Serco contract by 4.75 years. It is considered that there will be no adverse impact or discrimination against any of the specified equalities groups.

9.0 Consultation with Ward Members and Stakeholders

- 9.1 The parking service covers the whole borough and therefore preliminary consultation has not taken place with specific ward Members.
- 9.2 Specialist consultancy support from Alpha Parking and Local Partnerships has informed the analysis contained within this report.
- 9.3 The Council's Commissioning and Procurement Board has endorsed the recommendation of the report.

10.0 Human Resources/Property Implications

- 10.1 It is anticipated that Serco will continue to provide the service from their current Whitby Avenue depot, located within Brent.

10.2 There are no specific implications for Council staff. Formal PCN appeals, notice processing and debt collection management will continue to be dealt with by the in-house Notice Processing team of 14fte staff.

Report sign off:


AMAR DAVE

Strategic Director of Regeneration & Environment

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Appendix 2_Bike Storage Installation Schedule 2018				
Address	Hangar install date	Hangar Location	Quantiy	Cost of Works
Gauntlet Court, Wembley	Jul-18	Next to garage Opposite 68-73	1	£3,200
Pipers Green , Kingsbury	Jul-18	Grass area to the right of 38 - 45	1	£4,950
Mead Court, Buck Lane	Jul-18	Grass area immediately on left as you enter Court	1	£4,950
Pitt House , Press Road	Jul-18	In Centre of Court	1	£5,050
Kings Drive , Wembley	Jul-18	2 Hangars to be installed in turning area Next to 468 - 482	2	£6,400
Frontenac, Donnington Road	Aug-18	Parking area	1	£3,200
Rosedene , Christchurch Avenue	Aug-18	Next to 50 -73	1	£3,300
Peascroft House, Willesden Lane	Sep-18	Area around Avonhurst Carpark	1	£3,300
Landau House, Chatsworth Road	Sep-18	Parking area	1	£3,200
Windsor House, Chatsworth Road	Sep-18	In drying area gate key required	2	Free of charge
			Total	£37,550.00

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	Housing Scrutiny Committee 12 July 2018
	Report from the Director of Performance, Policy & Partnerships
2017-18 Annual Scrutiny Report	

Wards Affected:	All
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"> Overview and Scrutiny Annual Report 2017/18
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Peter Gadsdon Director of Performance, Policy & Partnerships peter.gadsdon@brent.gov.uk Mark Cairns Policy & Scrutiny Manager mark.cairns@brent.gov.uk

1.0 Purpose of the Report

- 1.1 This report summarises the work of the three scrutiny committees during the 2017-2018 municipal year.

2.0 Recommendations

- 2.1 The committee is asked to agree the contents of the report at appendix 1.

3.0 Detail

- 3.1 The report is split into sections for each of the three scrutiny committees, and provides an overview of the items discussed. The report also summarises the various task group work that the scrutiny committees have undertaken throughout the year, and other relevant activities such as site visits, and engagement with the public and its wider networks.

4.0 Legal implications

4.1 There are no legal implications.

5.0 Financial implications

5.1 There are no financial implications.

6.0 Equality implications

6.1 There are no equality implications.

7.0 Consultation with Ward Members and Stakeholders

7.1 Beyond committee members themselves, ward members have been included in the membership of task groups, as have other external co-optees where appropriate (as identified in the report).

8.0 Human Resources/Property Implications (if appropriate)

8.1 No direct implications.

Report sign off:

PETER GADSDON

Director of Performance, Policy & Partnerships.



Overview and Scrutiny Annual Report 2017/18

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Introduction



The challenge for scrutiny is to focus on what really matters. That can be difficult in a borough like Brent with so many challenges. As this annual report shows, at times what we discuss can be uncomfortable such as when we heard that Brent is among the worst in England for childhood obesity and children's oral health. But there have also been many good developments such as the continued improvement of schools or progress in children's social care.

Some policy issues need to be looked at in greater depth than a committee report can allow so last year we set up a task and finish group to look at home care commissioning, which is a vital service. It's also important to keep on top of certain issues such as safeguarding; it was informative to receive the annual reports of the borough's safeguarding boards as we will do again in the future.

Cllr Ketan Sheth, Chair of Community and Wellbeing Scrutiny Committee



I was pleased to chair the Housing Scrutiny Committee for 2017/18 given the importance of this area of work, for those who live, work and travel to the borough. It was the Committee's first year and it successfully scrutinised a range of important areas. It was the year where the transfer of Brent Housing Partnership took place and this influenced the work programme. As this report shows, our work focused on areas ranging from the rent reduction on the Lynton Close Travellers site to homelessness where the Committee had presentations on the single person trial for the Homelessness Reduction Act and the Find Your Home

Programme. Three Registered Providers also presented to the Committee and gave an insight into their approach.

For the past year Housing has been influenced by the tragedy at Grenfell Tower and the impact will dominate for some time. With national inquiries taking place the Housing Scrutiny Committee did not want to duplicate investigations by national bodies. We set up a Task and Finish group to look at in great depth fire safety in low rise buildings. I am keen to see this year, how the recommendations have been implemented. We have been proactive in getting out and taking to residents and communities and we undertook a site visit to the Travellers site in Lynton Close during the year.

A council tenant and leaseholder were co-opted onto the Committee. They have made a positive contribution to the Committee and their experience will be used even more next year.

I would like to thank everyone who has contributed and taken part.

Cllr Janice Long, Chair Housing Scrutiny Committee



2017/18 was another very productive year for the Resources and Public Realm Scrutiny Committee as we sought to add value by looking at some of the key strategic issues affecting the council and the people of Brent.

We certainly did not shirk the big issues and used our task group time to examine complex issues like the prevalence of food banks in the borough and the impact of the London business rates pilot pool on council finances. It is in looking at major strategic problems such as this that scrutiny really comes into its own.

Towards the end of the year we undertook reality checking visits to enhance our understanding of the issues ahead of the formal committee meetings. These included a visit to Brent's civic amenities site and a focus group with trading standards officers. These really helped and we will certainly continue with this approach in the coming year.

Cllr Matt Kelcher, Chair of Resources and Public Realm Scrutiny Committee

Part One: Community and Wellbeing Scrutiny Committee

1. Work programme 2017/18

The 2017/18 work programme spanned a range of policy areas under its remit including adult social care, children's services, education, health, and public health. The work programme was largely agreed at the start of the municipal year to allow members to map out and plan their activities but with enough capacity for new issues. The work programme included holding Cabinet members to account at committee as well as policy development by task groups which developed their recommendations.

1.1. Health

Scrutiny of health services was a highly important area of work for the committee. In particular, the committee took a close look at **extended access to GP services** at a special meeting, at which Brent Clinical Commissioning Group (CCG) presented a report. The CCG was proposing to change the GP extended access service in 2018, and the proposals were presented by the Chief Operating Officer and other officers. Members of the committee made four recommendations after scrutinising the proposals, including three recommendations highlighting the transition arrangements for unregistered patients, disability access, and communications. In addition, one recommendation was made to NHS England by members around the issue of patients and online booking for the extended access service to GPs. The committee also looked at the wider area of **Primary Care Transformation** by Brent CCG earlier in the year.

Another health issue has been **female genital mutilation (FGM)**. Officers from Brent Clinical Commissioning Group presented a report which outlined the CCG's work on identifying cases of FGM in the borough. Work around FGM had been ongoing for a long period of time and in addition to mandatory reporting, Brent CCG said it had been trying to eradicate the practice by working with partners across the health economy, the police, and the voluntary sector. In relation to support for women who had undergone FGM, it was noted that a range of practitioners provided services to victims and a number of local hospitals had specialised clinics which had good reputation. When a referral was made, all concerns were taken into account and mental and physical assessments were carried out so clinicians could determine the individual's health needs.

In terms of the wider health economy there was a discussion about the **Sustainability and Transformation Plan** in 2017 and a presentation by the Cabinet Member for Community and Wellbeing. Members were told about the actions which had been undertaken. Six areas had been identified to be included in the Brent Health and Care Plan, which is a local version of the Sustainability and Transformation Plan. They include: new care models, joining up older people's services, better outcomes for people with mental health issues, transforming care and developing Central Middlesex Hospital.

Committee also heard from one of the NHS trusts. North West London Healthcare NHS Trust gave a report on scores for **Patient Led Assessments of the Care Environment (PLACE)** at local hospitals including Central Middlesex and Northwick Park Hospital. The scores, which are part of a national system, concentrated on the

care environment and did not look at staff behaviours or clinical care provision. Scoring is based entirely on the observations made at the actual time of the assessment. The full PLACE scores for the hospitals in the trust were published with the committee papers.

1.2. Public Health

The work of public health, which sits within the local authority, is often entwined with health. An example of this is **children's oral health**. A discussion took place at committee to which public health and officers from Public Health England and NHS England contributed. Members were told that Brent children had some of the worst oral health outcomes in England with dental extractions remaining the top cause of elective hospital admissions in children. There had been some improvement, but levels of tooth decay, which is almost entirely preventable, remained very high. Members heard that National Health Service England (NHSE) had awarded a new five-year Community Dental services contract to Whittington Health from 1 April 2017, with funding for oral health promotion staff remaining with NHSE. Brent was the first borough that fully recognised that oral health promotion resource sat within the contract. Failures of prevention had contributed to high levels of decay but it was felt that the contract would enable the delivery of an integrated service by several health partners.

At a separate meeting, the committee was given a verbal update about the prevalence of **tuberculosis** in the borough. Members heard that despite the fact that Brent's rates of TB infection per 100, 000 people were declining, they remained above the average for England and the rates used by the World Health Organisation (WHO) to identify areas of high prevalence. In terms of absolute numbers, there were approximately 200 cases registered a year in Brent. A clinical Director at Brent Clinical Commissioning Group explained that a special screening service had been run since May 2016 in collaboration with Brent CCG and Harrow CCG. It was part of a national programme and it focused on patients aged 16 to 35 who had arrived in the UK and had lived in a high-risk country.

Another important issue faced by health and public health is **childhood obesity**. In 2018 the committee discussed a report presented by the Cabinet Member for Community Wellbeing and the Director of Public Health. Members heard that there has been a worsening of childhood obesity in Brent since 2014/15, which is above London and England averages. The most worrying trend is the proportion of obese children in year 6 which has risen since 2013 and is higher than the London and England averages. The recent data shows that one in three of Brent's children are obese by the time they leave primary school. On the basis of the discussion and the evidence presented, the committee suggested that childhood obesity is considered as a task group during 2018/19 to enable members to look at the problem in far greater depth.

Brent Council also takes part in the **North West London Joint Health Overview and Scrutiny Committee (JHOSC)** which looks at the impact of Shaping a Healthier Future and other cross-borough aspects of health policy. Cllr Ketan Sheth is Brent's representative on the JHOSC, which is made up of seven London boroughs, again for 2018/19.

1.3. Adult Social Care

One important area of adult social care is services for people with learning disabilities. The committee looked at the **life chances of adults with learning disabilities** in the borough. The report addressed how the local authority and its partners in health services are helping to improve outcomes across social care, health, education and employment for adults with learning disabilities. Members were told that the borough had performed well in relation to annual health checks with 90% of residents with a learning disability registered with a GP surgery and receiving a health check. This exceeded the national target of 64%. However, an area which required improvement was the number of people with learning disabilities in employment. Although employment rates in Brent had improved over the last year, these remained lower than the London average. Overall, the number of people with learning disabilities was increasing and their needs were becoming more complex. In terms of housing, the New Accommodation for Independent Living (NAIL) project had been successful so far, with a wide range of units provided. They had a capacity ranging from 6 to over 90 units.

1.4. Safeguarding

Members again scrutinised the annual reports of the borough's two statutory safeguarding boards to review progress in this area of multiagency partnership work. The annual report of the **Brent Local Safeguarding Children Board** was presented by the Independent Chair who highlighted the quantity and the quality of safeguarding. On quantity, he said that performance data received from various partners was contributing to safeguarding in Brent. In terms of quality, the way the Board had carried out its audit of partners' safeguarding self-assessments (the "Section 11 Audit") had changed – employees of organisations which sat on the Board were required to complete a questionnaire which measured their level of knowledge of safeguarding and allowed their managers to identify areas of concern where action had to be taken. Members questioned the results of the Section 11 Audit. A member of the committee also enquired about the level of confidence that children at risk were protected. The Independent Chair said that he was confident about safeguarding based on the work carried out by the Brent Family Front Door (BFFD) which processed all referrals and had good relationships with key partners such as the police, housing and health providers.

Committee also heard the report of the **Brent Safeguarding Adults' Board**. The report was presented by the Independent Chair who said that in 2016-2017 the council's Safeguarding Adults Team (SAT) had received 1,712 concerns compared to 1,678 referrals made in 2015-2016. In addition, 628 concerns had been investigated and completed as Section 42 enquiries. The committee heard that there had been a protocol to work effectively with adults who self-neglected. In addition, the Board would turn its attention to standards in care homes because more safeguarding adult reviews had been commissioned at national level although no specific problems had been identified in Brent. Measures had been taken to increase the engagement of user groups and they had been allowed to address the Board. However, progress had been slower than expected and there had not been representation from a service user group. The chair emphasised that resourcing of the board had to be examined in detail and engagement of various partners had to be monitored in future.

1.5. Children's Services

The Community and Wellbeing Scrutiny Committee looked at a range of children's services over 2017/18, including services in children's social care. One of the reports the members scrutinised was the Written Statement of Action and progress following the local area inspection by Ofsted and the Care Quality Commission of **special educational needs and disabilities (SEND)** in Brent. A report was presented to committee members about the strengths and weaknesses identified and the action which is being taken. The report on the Special Educational Needs and Disabilities (SEND) Statement of Action was jointly presented by the Strategic Director for Children and Young People at Brent Council and the Chief Operating Officer of Brent CCG.

There was also a report on the **Care Leavers Local Offer** and the implications of upcoming legislative changes. The purpose of the report was to provide information to the Scrutiny Committee about the effectiveness of current services for care leavers and the implications of recent legislative changes introduced by the Children and Social Work Act. One of the key changes from the Act will be that the duty and responsibility to all care leavers was extended to the age of 25, regardless of their education and employment status.

The committee scrutinised the **Annual School Standards and Achievement report 2016-2017**, showing there has been significant improvement in the proportion of good and outstanding provision. Finally, the committee returned to look at the implementation of **Signs of Safety** in children's social care. This was first looked at by a members' overview and scrutiny task group in 2016, and there had been a recommendation in the report to review implementation after a year.

2. Task and Finish Groups

Time-limited task groups made up of a small group of councillors – and sometimes co-opted members – were set up during 2016/17 to look at a number of areas in detail by the committee. Each of the task groups developed recommendations from their work.

2.1. Home Care Commissioning

A task group on **home care commissioning**, which was chaired by Councillor Ketan Sheth, was set up by the committee and reported to Cabinet on 9 April 2018. The task group had a focus on four areas: resources, health and wellbeing outcomes, partnerships and relationships, and the quality of home care. Members of the task group engaged with a number of stakeholders as part of their review. The task group developed three recommendations:

- A) The London Living Wage is introduced incrementally as part of new commissioning model so that home care workers working for providers commissioned by Brent Council are paid the London Living Wage rate by 2021.

B) A minimum standard of training is incorporated in the new commissioning model which gives staff in Brent sufficient development opportunities to encourage home care as a career within the social care sector.

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

The task group was given background information about the Home Care and Reablement Review as well as data and insight gathered by officers who had met with different stakeholders. This information was based on meetings and surveys with the home care agencies, the workforce and people who use home care and their families. The task group also looked at the Adult Social Care Local Account, and Brent Council's Complaints Report 2016/17. It also organised its own questionnaire for providers, distributed at a meeting to which all providers had been invited. The focus of the task group's work was on understanding and reviewing the policy issues, what the data and insight was saying about the problems from the perspectives of different stakeholders and developing recommendations on the basis of the evidence which they gathered.

The committee will request an update on home care commissioning in 2018/19.

3. Engagement

As part of the 2017/18 Work Programme members committed to engagement with residents in the borough as part of the committee's work. In October as part of European Local Democracy Week, Cllr Sheth ran a **scrutiny café** to allow members of the public to suggest areas which the committee should be looking at. Members of the public put forward ideas, particularly around health issues, which could be looked at.

Cllr Sheth also attended a meeting of **Brent Youth Parliament (BYP)** in November and gave a presentation about the work of the committee focusing on young people's issues, and how BYP members can be involved. He highlighted forthcoming items at committee which will affect young people's lives – these included services for care leavers and school standards. A former member of BYP had been involved in last year's members' task group on child and adolescent mental health services (CAMHS) and Cllr Sheth said that he was keen that young people should be involved in the work of the committee. It should be noted that BYP has observer status on the committee and members of the executive regularly attend and contribute to the reports and discussion at committee. BYP contributions have been particularly welcome and effective and the committee will look forward to working with them again 2018/19 as well.

Members of the committee have continued to develop their work by working with the **Centre for Public Scrutiny**. Councillor Sheth attended a special conference organised by the Centre for Public Scrutiny (CfPS) on 27 June 2017, which was on the theme of health scrutiny and accountability. He was also at a special event organised for councillors and health service professionals to discuss overview and scrutiny. Cllr Sheth also presented to a meeting of elected members at the **Institute of Local Government (INLOGOV)** at the University of Birmingham on 30 June about

the work of the committee and its approach to overview and scrutiny in the local authority. The committee is keen to work with the CfPS and the institute again in the next year.

Overall, in 2018/19 the committee will be committed to doing more to increase engagement in overview and scrutiny by the local community, and ensuring that more voices can be heard when important issues affecting residents and the community are discussed.

As members of the public are increasingly using **social media**, the committee is continuing to promote its work using social media such as Twitter. By using the local authority's Twitter handle @Brent_Council the forthcoming meetings and agendas for each committee have been promoted and it allows residents to find out what will be discussed. Again, the committee will be doing more with social media in the next year and sees it as another platform through which it can increase its engagement with the local community and enable more people to contribute to and find out about overview and scrutiny.

Part Two: Housing Scrutiny Committee

4. Work programme 2017/8

Like the other scrutiny committees, the Housing Scrutiny Committee held a dedicated session at the beginning of the municipal year to plan its work for 2017/18. The area of Fire Safety featured heavily at the Scrutiny Committee, and members were also keen to hear from representatives of registered providers in the borough. Other themes included transition and transformation of housing services, the appointment of co-opted members, performance, engagement, and complaints handling.

There were 6 Scrutiny Committee meetings during the year spanning July 2017 to March 2018. There was also a Task Group focused on Fire Safety.

In July 2017, the Committee focused on **Fire Safety** measures. Officers provided an update on planned activity and the measures that were being taken in relation to assessing potential risks, providing assurances and responding to wider public interest. The report was noted by Members. The scope of the Task Group was discussed and it was noted that work with the Housing Service during the development of the work programme was important and that new expenditure plans on Fire Safety would be provided to the Group.

The Committee also received an update on the **transition to the Council of the housing management function and the Housing Operations Transformation programme**. Transition covered governance arrangements, contracts and staffing. It was noted that a broader transformation would run parallel with the transition focusing on full optimisation of processes and technologies, resident engagement and tailoring the new service to their needs. A restructure was likely to start in January 2018 with full implementation of all changes by June 2018. Discussion centred on issues related to contracts, staffing, resident engagement, budget, performance and service management. Points were raised about the multiple contracts across the borough and the need to ensure that effective engagement with residents takes place. Land ownership and “un-adopted land” was discussed and in particular the challenges that this poses in terms of contracts. The Committee paid particular attention to the new staffing arrangements as part of the Brent Housing Partnership (BHP) transformation.

In September, the Committee heard updates on the costs of the March 2017 fire safety assessments and the availability of funds from the original £10m received from the installation of mobile phone masts. It was also given an update on the outcomes from a meeting of a forum of Housing Associations and Registered Providers to discuss various fire risk issues.

A report was presented on **BHP performance, resident engagement and stock**. Areas noted include improved performance on rent collection, as well as improvements in four critical areas – call handling in the contact centre, repairs, rents and health and safety. It was noted that a resident engagement strategy would be developed and further engagement options explored. In addition an equality impact assessment would be undertaken for vulnerable residents living at BHP properties. Discussion also took place about the variance in grounds maintenance in different estates. The Committee heard that estate inspector resources had been redirected to fire safety but that there was scope for re-instating inspection and the timescales were

yet to be determined. The Committee heard that asbestos compliance practices were also being reviewed. Members were briefed that the overall voids system was due to be agreed and reviewed by December 2017.

The Committee received a report on the **implementation of actions previously recommended by the Local Government Ombudsman** in relation to a complaint relating to domestic violence, as well as the further recommendations by the Community Wellbeing Scrutiny Committee on this issue made in November 2016. Activities taken forward by BHP and housing needs officers included training (delivered by Shelter) on tackling domestic violence, a mystery shopping exercise across six participating boroughs which would test how officers were dealing with cases of domestic abuse and would set a benchmark against which to measure improvements. Finally, officers stated that an Outcome Based Review had been launched, which highlighted some areas for improvement specific to housing that would be taken forward.

A report was presented by officers on the **rent and management of the Travellers Site** at Lynton Close. The report set out progress that had been made against four key areas - financial inclusion, overcrowding, fire safety and anti-social behaviour and the next steps to be taken. In the discussion which followed Members had an opportunity to scrutinise some of the site's financial issues. It was agreed that a report would be prepared by officers for Cabinet in relation to rent charges. Other areas discussed included the management of the site, overcrowding, size of the site, fire safety, health and safety and progress in these areas.

In November, the Committee received a report on **Leaseholder Services**. Members were given an overview of the engagement processes in place for both tenants and leaseholders as well as payment plan options for leaseholders. The discussion that followed centred on resident engagement, commissioning works and payment options.

Housing complaints were discussed and improvements noted with officers stating that the overall number of complaints had been gradually decreasing. Discussion took place about the handling of Members' complaints and the increase in private housing service complaints with officers noting that contract management was an area that needed further improvement. The Committee also discussed the issue of payment of major works bills and ways of raising better awareness about the different options available to residents. Officers explained that various payment options were available, with the notices used to give a clear indication of the works planned and an estimation of the costs. Members heard that the Council had a legal responsibility to charge actual costs of works and where challenges to estimates arose these would be put through the Council's property services team for further investigation.

In January 2018, the Committee received a report on the **Housing Revenue Account (HRA) and Rent Setting**. The report set out the proposals for 2018/19 rent and service charges, provided an overview of the Council's capital investment spend for housing as well as outlining the proposed mitigation strategy prior to full roll out of Universal Credit (UC) scheduled for November 2018. Members were reassured that Housing Management services has a strategy in place, to review and manage potential increase in arrears. The service was also putting in place a range of mitigation activities to ensure agility of rent collection system and to support residents.

Members heard that there was a commitment from the Council to review the mobile home pitches' rent at the Lynton Close travellers' site as well as modernise the site. Further discussion focused on the Capital Programme and the amount allocated for aids and adaptations.

The Committee was joined by representatives from **Metropolitan Housing**, one of the borough's Registered Providers. The level and quality of services delivered to local residents was outlined, and Members sought further details on a range of issues including repairs services, housing performance, communication with residents and councillors, ground maintenance issues and the Universal Credit roll out preparation. Further clarification was sought about future plans for surveying the condition of its housing stock. It was agreed that further information on "Right to Buy" would be circulated to Members. Finally, in the context of resident engagement, Members heard that Metropolitan Housing was taking an active role in reviewing performance, contractors and shaping activities and improvements based on residents' needs.

The Committee received a **progress update on a previous task group report on Brent's Housing Associations**. Members discussed a number of areas including, future service charges in respect of "right to buy", service charge payment options, housing association forums and fixed-term tenancies. The report provided a detailed update against a range of recommendations, demonstrating continuing commitment to a more productive and proactive approach and transforming the relationship with Housing Associations in order to achieve the aims as set out in the Housing Strategy - such as increasing supply of affordable housing, improving the standard of social housing and developing resident engagement. Members heard that most actions from the report had been completed or were no longer required.

The Committee heard a verbal update on a new **scaffolding protocol** applicable Borough-wide. Officers stressed the importance of the need to provide a value for money service to residents and that no scaffolding is erected unless the consultation process had been completed. It was noted that a fixed sum was payable by the council and so no additional payments would be made for scaffolding kept longer than instructed by the Council. Officers assured Members that scaffolding would not be erected without first communicating with residents. Members also learned that plans were in place to resolve the ongoing parking issues, with the intention being to use Traffic Management Orders to help improve the situation in general.

In February the Committee welcomed representatives from **Genesis Housing**, another Registered Provider in the borough with more than 6000 properties. Discussions included the forthcoming merger with Notting Hill Housing, with plans in place to appoint a local contact officer and to improve engagement with residents, for example, undertaking site inspection visits that residents were invited to join.

A discussion followed about the conversion of social tenancies to affordable rents. The Committee was advised that the overall turnaround of converted tenancies was relatively low, and were based on a combination of factors including the housing association's ability to build, grants attached to the property, grants available from central government and the revenue required to be raised. Members were also given an update on Genesis' leasing scheme, and discussed performance, property maintenance, community funds and fire safety arrangements.

Members also received a report focused on the **Find Your Home Programme**, initiated following the introduction of the Homelessness Reduction Act in April 2017, which had helped over 3000 people. Members welcomed the scheme but also noted that private rented sector accommodation was not a long-term solution but a short-term intervention.

Officers gave an update on the Council's **Housing Development Plans** and infill programme. They explained that housing demand in Brent was in line with the overall London trend and that the plans, which were part of the Council's Housing Strategy, were aimed at responding to the service needs. Members emphasised the importance to consult with residents on any incentives available from contractors as well as looking at overall price and quality of the service provided.

In March Members welcomed **Catalyst Housing**, focusing on customer satisfaction, investment and improvement works. Engagement with both residents and councillors was discussed and in particular how this could be improved. There was also discussion on fire safety, in particular smoke alarms, and information sharing with residents about maintenance. Catalyst confirmed that there was a fire evacuation strategy in place for each building.

Members received a report on the **Homelessness Prevention Programme**, providing information about the key changes and implications of the Homelessness Reduction Act 2017 which was due to take effect from 3rd April 2018 as well as an overview of the role and performance of the Council's Single Homeless Prevention Scheme (SHPS), including lessons learned to date. Members learned that there would be a new statutory duty for public bodies to make referrals to the Council of families under threat of becoming homeless in order to prevent this at an early stage. Members enquired about the financial implications of the Act, with officers explaining that Brent was well placed in preparation for the new Act but financial predictions were difficult as spending and demand had not yet started.

A discussion then took place on the **Landlord Licensing Scheme** introduced in January 2015. Officers set out the impact of the scheme on private rented sector tenants since its introduction. Discussions also took place about licensing fees, the impact on landlords and tenants and tackling fly-tipping.

Members lastly received a report on **Customer Service Performance** and the significant improvements in relation to the performance of the Housing Contact Centre that had been made since October 2017. At the time of the meeting, an action plan was being developed to progress improvements in areas such as call handling. Amongst the key points in the plan was the need to review the waiting times and align it more closely with the service standard.

5. Task and Finish Groups

One time-limited task group was set up during 2018/19 to look at **the fire safety of low-rise domestic properties in Brent**. The Task Group reviewed types of fire incidences, cause of death, fire safety measures and fire safety awareness campaigns in Brent with a specific focus on low-rise properties (up to nine storeys). It reported to Cabinet in January 2018 with a number of recommendations that covered the following areas:

- Fire safety measures for Brent Council owned properties, social housing delivered by Registered Providers (RP); details of respective communications strategy;
- Building regulations applicable for owner-occupied and PRS properties;
- Emergency vehicle access for social housing estates with a focus on parking enforcement;
- Brent Council and RP housing allocations policy based on residents ability to respond to fire and other emergency incidences;
- Available facilities (e.g. bicycle shed) for residents to store large items (e.g. bicycles and buggy's) and clear items (e.g. white goods, furniture) in common areas.

6. Visits and engagement

The Housing Scrutiny Committee believes that visiting sites and speaking with service users where possible, provides a real first hand insight when scrutinising these services. The Housing Scrutiny Committee made a visit to the Travellers Site at Lynton Close, in advance of considering a report on this topic at its meeting in September.

As part of European Local Democracy Week Cllr Long held a scrutiny café in Willesden Library. Issues raised include the lack of publicity in libraries, repairs, the complaints process at Network Housing and the slow progress on an infill development.

7. Wider Scrutiny Networks

Members of the Committee have been involved with scrutiny networks and organisations outside Brent. One of the most important of these has been the London Scrutiny Network, which is made up of representatives of Scrutiny Committees from a number of London boroughs. The Chair of the Committee attended a number of these meetings during 2017/18. The Committee has also built links with the Centre for Public Scrutiny and the Chair attended its national conference in December 2017.

Part Three: Resources and Public Realm Scrutiny Committee

8. Work programme 2016/17

The process of agreeing the annual work programme for the Resources and Public Realm Committee included a workshop organised for Scrutiny Members, Lead Members and Strategic Directors, where all were invited to pitch ideas for scrutiny for the forthcoming year. These ideas were then judged against criteria developed to reflect the principles of effective scrutiny.

A relevant, focused and strategic annual work programme was agreed at the committee's first meeting and was kept under constant review. The 2017/18 work programme covered a wide range of policy areas within the committee's remit, spanning corporate resources, regeneration and environment, transport, community safety and the performance, policy and partnerships department. It also extended beyond the council to include submissions from the Department from Work and Pensions and the Metropolitan Police.

8.1. Regeneration and Environment

The Lead Members for Regeneration, Growth, Employment and Skills, and for Environment, presented a **follow up review on Brent high street initiatives**, which provided a performance analysis of the newly recruited town centre managers, the digital high streets project and the in-house uniformed litter patrol service. There were questions from Members on Business Improvement Districts (BIDs), the roles of the Town Centre Managers, performance indicators and the potential for expansion of the roles to other areas. Regarding the uniformed litter patrol service, matters discussed included what actions could be taken to improve the timeliness of payments for fixed penalty notices and the responsibility for educating residents on appropriate waste disposal.

The committee considered the revised **Tree Management Policy** for the borough, and members questioned whether the council targeted the planting of new trees to areas most affected by poor air quality. Queries were raised regarding sources of funding, and whether the council had explored approaches successfully utilised by other boroughs. There were also a questions on tree maintenance in Brent and discussion of the lack of resources available for planting of trees on any significant scale.

The committee made a comprehensive series of recommendations for amendments to the policy, including the inclusion of a section on air quality and in particular the importance of street trees in mitigating the impact of air pollution.

Members reviewed of **recycling rates in Brent**, with the Lead Member for Environment highlighting the challenge to the council in sustainably maintaining recycling rates against an increasing proportion of flats in the borough. Members sought clarity on trends in Bulky Waste requests and the use of the Abbey Road Brent Reuse and Recycling Centre site since the Bulky Waste charge was introduced. Members also queried why the council was not being bolder in its recycling targets and asked what strategy was in place to address the issue of recycling in flats. There was also discussion on whether Brent was able to increase charges for Trade Waste and on how to better educate Brent's residents regarding the free of charge services,

to address illegal dumping. The committee asked that the Lead Member ensure that the promotion of the council's Recycling App is maximised.

Councillor Miller (Lead Member for Stronger Communities), The committee received a report **reviewing Trading Standards' role and priority areas**, as the budget for TS had reduced significantly in recent years, whilst demand had continued to increase. In questioning and discussion, the committee placed great emphasis on potential for invest-to-save opportunities for the service and the need for a commitment to protecting Brent's vulnerable residents. Specific questions were also asked regarding the service's scope to take enforcement action against ticket touts and whether it worked with the voluntary sector to raise awareness around fraud and scams, with the proliferation of online scams being noted, and questions asked on how the Trading Standards had evolved to respond to this trend. Discussing the rising number of acid attack incidents across the country, members questioned how the TS worked with Brent traders regarding the sale of chemicals used in such assaults.

The District Operations Manager for the Department for Work and Pensions presented a report on **employment and employability in Brent**, outlining the proposals to close the Willesden and Kilburn Job Centres and merge them with existing sites in Wembley and Harlesden. The committee questioned the purpose of the closures and sought to understand if cost or service redesign was the dominant factor. The committee also queried how accessible the online consultation process had been for vulnerable groups accessing services at the affected job centres. Members sought clarity regarding the scrutiny mechanisms in place for the DWP and questioned whether the DWP would be open to more local scrutiny and information sharing with Brent Council. The Chair of the Task Group on Food Banks sought commitment from the DWP to exploring and progressing the recommendations of the task group report.

Members also considered a report on **Wembley regeneration**, which provided an overarching view of the work and development being undertaken in Wembley. They asked questions on Quintain's business model for its Wembley Park development; the replacing of the pedestrian way (pedway) between Wembley Park underground station and Wembley Stadium; the community benefits being delivered by the Wembley Park regeneration; and the extent that the new developments met the Council's planning guidance.

Progress made against the recommendations of the Section 106 and Community Infrastructure Levy (CIL) Task Group was reported, with thirteen actions categorised as green, ten as amber and one as red. Members commented on the lack of clarity around CIL and questions were raised regarding the possible uses and restrictions of S106 and CIL spending. It was also queried how the recommendations of the report accorded with the Council's planning objectives, and there was discussion about whether it was possible to use CIL to pay for building affordable housing.

A similar update was received on the **recommendations from the Devolution of Business Rates Task Group**. The Deputy Leader explained that in preparation for the anticipated devolution of business rates, London's local authorities were considering pooling business rates to provide a level of financial stability across the region. The committee questioned how the council addressed attempts by business owners to avoid paying business rates by dividing businesses into separate parts; and further queries were raised regarding the increased use of Wembley Stadium and how this affected the Stadium's business rates. The committee also questioned whether

Planning Policy would change to reinforce a desired mix of residential and business use in developments and highlighted that more could be done to enhance local partnerships.

The Lead Member for Regeneration, Growth, Employment and Skills presented an update report to the Committee on the **South Kilburn Regeneration Programme, Carlton & Granville Centres Site**, further to the committee considering the project in response to a call-in of Cabinet decisions taken on 15 November 2016.

The committee was pleased to note that stakeholders had been involved in the drafting and finalising of the brief for appointment of design teams and praised the consistent level of consultation throughout. Members subsequently discussed steps to boost public attendance at future consultation events and queried what lessons had been learned from the approach to consultation used.

8.2. Resources

The committee received a **strategic overview of the council's funding**, setting out the main sources of local government funding and providing an illustration of the year on year reduction of local government core funding. In discussion Members raised questions on the Council's response to budgetary uncertainty. Clarity was sought on figures quoted and the challenges ahead, including the work being undertaken to identify ways to bridge the funding gap for 2019/20.

A report on **Community Access and Vulnerable People** detailed the key factors used to determine if a resident was considered vulnerable and provided an update on the former Community Access Strategy. The committee acknowledged that vulnerability could appear in many forms, but emphasised the importance of ensuring that the council was able measure its performance in supporting its most vulnerable residents. Members suggested a working group or task group be established to determine a way to define this cohort, drawing on outside expertise such as that provided by the Joseph Rowntree Foundation.

The council's Property service provided a **general introduction to the council's property and assets** for the committee, who questioned whether these were being maximised for the council's civic enterprise agenda, including being used as advertising space and how they were being used to meet the council's strategic objectives.

Members further queried whether the council had a strategy for identifying sites from within its own portfolio that would be suitable for development over the next few years. Clarification was sought regarding the financial arrangements with academy schools on council owned land. There was some concern that the council was not able to use its existing property portfolio in an innovative manner to address issues of urgent need in the borough; and the committee expressed its desire to pre-scrutinise the planned revision of the Council's Assets Strategy prior to its submission to Cabinet for approval.

8.3. Performance Policy and Partnerships

The **Complaints Annual Report 2016 – 2017** was provided to the committee, covering performance in Brent Council and Brent Housing Partnership (BHP) for the period April 2016 to March 2017, including high level data for the previous two years

for comparison. The headlines of the report were discussed, including volume of complaints, the nature of and reasons for complaints.

Members welcomed the report but commented that it would be improved by the addition of comparative data for other authorities. The committee questioned the cost of complaints for the council, querying the size of the complaints team and the number of officer hours spent. Acknowledging the impact of central government's policy of austerity on local government services, the committee queried whether timescales for departmental responses had been adjusted to accommodate reduced resources and if so, whether this was communicated to Brent's residents.

The committee received a presentation on the outcomes and learning from the Council's first **Outcome Based Reviews** (OBRs) and the progress of three new OBRs. The first OBRs had been carried out in 2016 and had focussed on Housing for Vulnerable People, Employment Support, and Welfare Reform and Regeneration. The new OBRs focussed on Domestic Abuse, Edge of Care and Gangs.

There was discussion on how the OBRs were selected, how decisions were made about who should be consulted, and how and by whom the interface with people was managed. With regard to the Domestic Abuse OBR, the committee strongly emphasised the importance of early intervention. Discussing the OBR on gangs, the committee queried whether gang activity had increased in Brent, how the council currently worked to tackle this issue and how the outcomes of the OBRs would be monitored to assess their effectiveness.

Members discussed the **Digital Strategy and the customer experience**, receiving an overview of the Digital Strategy, approved by Cabinet in June 2017 and outlined the proposed Channel Strategy currently in development. In the subsequent discussion members questioned whether the council had undertaken appropriate research and queried whether the website could be accessed in different languages. Questions were also raised regarding response times with regard to emails and how to manage public expectations.

Members expressed support for the Harlesden Community Hub model but noted that issues had been raised regarding uniformity and quality of service due to the range of different partners contributing to its delivery. It was subsequently queried whether this issue was being monitored and addressed. Members also asked about contingencies should the council's IT infrastructure fail and queried what the council could do to expand the provision of high-speed broadband in the borough.

The committee received the **Safer Brent Partnership Annual Report and update on Community Safety**, welcoming the Deputy Borough Commander from the Metropolitan Police and the Chief Executive and chair of the Safer Brent Partnership, as well as the Lead Member for Stronger Communities and other key council officers. It questioned whether a reduction in resources was impacting any performance in the report and also whether any reduction in community policing was having an impact on intelligence gathering. Questions were also asked about street grooming and what was being done to ensure this was not occurring in Brent; as well as approaches to tackling prostitution gang activity, drug use and the notion of designing out crime in the public realm.

9. Task and Finish Groups

9.1. Food Banks and Poverty Task Group Report

A task group was convened to look at this area due to the significant rise in food bank usage nationally and lack of a detailed picture of food bank usage across Brent. Members were also concerned with the human impact food poverty is having on local communities and wanted to understand the scale and drivers of food poverty and food insecurity.

The task group was made up of members of the committee and other councillors, as well as expert advisors from relevant bodies including West London Business and the Child Poverty Action Group. It was also advised by the Trussell Trust. Concern was focused on vulnerable residents such as the elderly, disabled and children, for example the impact of hunger on children and young people's education. The task group also explored why individuals need to use food banks, and ways to tackle stigma associated with this. This included the impact of welfare reform changes from central government, unemployment, rising costs of living and low pay. There also exists a varying degree of regulation, safe guarding and data collection across different providers.

The task group considered that the impact of welfare changes such as Universal Credit could be far reaching, and that it was vital that the council and other local public sector partners put in place organisational arrangements that enable Brent to mitigate the impact Universal Credit as far in advance as possible. It made 36 individual recommendations, grouped into six discovery themes, which were reported to Cabinet. These themes were:

- Why people use food banks (triggers to financial crisis)
- Policy development
- Working in partnership – public, private and voluntary sector
- The user experience (Including the referral processes)
- Future models for food banks and community kitchens in Brent
- General and best practice.

9.2. Budget 2017/18 Scrutiny Panel Report

This year's budget scrutiny task group was formed at the halfway point of a two-year budget. As a result, it undertook budget scrutiny in a slightly different way than in previous years. This included focusing on specific policies where it had concerns, rather than reviewing all spending plans (which last year's task group had already examined), as part of its legal duty to scrutinise the budget. Alongside this, the task group also looked at the impact of the plan to pool business rates across the London boroughs.

The task group was comprised of members from the three scrutiny committees and chaired by the Chair of the Resources and Public Realm Committee. It met three times, including a session attended by the Leader and Deputy Leader, to discuss the proposed pilot for pooled business rates in London. Relevant members of the Cabinet and senior officers also attended to inform discussions of the progress against savings

proposals from the existing budget. It was further advised by experts from London Councils, the Local Government Association, and the Department for Communities and Local Government.

The task group has made 12 individual recommendations, which were reported to Cabinet and Council as part of the consideration and passing of the budget.

10. Visits and engagement

The Resources and Public Realm Scrutiny committee believes that visiting sites and speaking with service users where possible, provides a real first-hand insight when scrutinising these services.

The Resources and Public Realm committee made a few visits in 2017/18.

- Harlesden High Street (review of high street initiatives)
- Abbey Road, Brent Reuse and Recycling Centre (review of recycling rates)
- New development site in Wembley (Wembley regeneration)

Appendix 1

Brent Council

Overview and Scrutiny Contacts

Mark Cairns, Policy and Scrutiny Manager, Strategy and Partnerships, Brent Civic Centre Engineers Way, Wembley, Middlesex HA9 0FJ

Brent Council

mark.cairns@brent.gov.uk

James Diamond, Policy and Scrutiny Officer, Strategy and Partnerships, Brent Civic Centre

Engineers Way, Wembley, Middlesex HA9 0FJ

james.diamond@brent.gov.uk

Jacqueline Barry-Purssell, Senior Policy and Scrutiny Officer, Strategy and Partnerships, Brent Civic Centre

Engineers Way, Wembley, Middlesex HA9 0FJ

jacqueline.barry-purssell@brent.gov.uk

Patrick Doherty, Senior Policy and Scrutiny Officer, Strategy and Partnerships, Brent Civic Centre

Engineers Way, Wembley, Middlesex HA9 0FJ

patrick.doherty@brent.gov.uk

Housing Scrutiny Committee Work Programme 2018-19

Thursday 12 July 2018

Agenda Rank	Item	Objectives for Scrutiny	Cabinet Member/Chair	Attendees
1.	Capital Programme Overruns	<ol style="list-style-type: none"> 1. To improve the committee's understanding of why overruns occur in the Capital Programme 2. To assess the impact of overruns for the council and residents 3. To scrutinise the ongoing work to reduce these 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Minesh Patel, Head of Finance
2.	Resident Engagement	<ol style="list-style-type: none"> 1. To improve the committee's understanding of the resident engagement approach 2. To assess performance to date in this area and areas for further improvement 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Troy Francis, Head of Housing Management Services; 4. Minesh Patel, Head of Finance

3.	Estate Parking	<ol style="list-style-type: none"> 1. To review the current position on estate parking 2. To scrutinise future changes and the potential impact for residents and the borough 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Minesh Patel, Head of Finance
4.	Scrutiny 2017/18 Annual Report and Work Programme 2018-19	<ol style="list-style-type: none"> 1. Committee to review the 2017-18 annual report and the work programme for 2018-19 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	N/A
5.	Forward Plan	<ol style="list-style-type: none"> 1. The Committee to review the Forward Plan (housing element). 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	N/A

Thursday 13 September 2018

Agenda	Item	Objectives for Scrutiny	Cabinet Member/Member	Attendees
1.	Allocations Policy (including for Care Leavers)	<ol style="list-style-type: none"> 1. To scrutinise the allocations policy 2. To gain an understanding of how the policy works in practice – including for Care Leavers 3. To review performance 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike - Operational Director Housing; 3. Laurence Coaker, Head of Housing Needs; 4. Minesh Patel, Head of Finance
2.	Grounds Maintenance (Estates)	<ol style="list-style-type: none"> 1. Scrutinise the approach to Grounds Maintenance on Estates 2. Review contract management 3. Gain an overview of current challenges and work underway to address these 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Troy Francis - Head of Housing Management

				<p>Services</p> <p>4. Minesh Patel, Head of Finance</p>
3.	Asset Management Strategy	<ol style="list-style-type: none"> 1. Scrutinise use of existing assets 2. Explore the future strategy for Brent 	<p>Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee</p>	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director, Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Sean Gallagher, Head of Property Services; 4. Minesh Patel, Head of Finance
4.	Scrutiny Committee's Work Programme 2018-19	<ol style="list-style-type: none"> 1. The report updates Members on the Committee's Work Programme for 2018-19 	<p>Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee</p>	N/A
5.	Forward Plan	<ol style="list-style-type: none"> 1. The Committee to review the Forward Plan (housing element). 	<p>Cllr Eleanor Southwood – Lead</p>	N/A

			Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	
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Thursday, 29 November 2018

Agenda	Item	Objectives for Scrutiny	Cabinet Member/Member	Attendees
1.	Landlord Licensing	<ol style="list-style-type: none"> 1. To review the objectives and performance of the landlord licensing scheme 2. To review enforcement action undertaken 3. To understand future plans for this area 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Spencer Randolph, Head of Private Housing Services; 4. Minesh Patel, Head of Finance
2.	Fire Safety	<ol style="list-style-type: none"> 1. Evaluate progress on recommendations from the Task and Finish Group (17/18) 2. Improved awareness of the mitigation measures in place for civil emergencies; 3. Responding to wider public 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. John Magness, Head of Housing Supply and Partnerships;

		interest	Committee	4. Minesh Patel, Head of Finance
3.	Housing Revenue Account (alignment and rent setting)	1. Pre-scrutiny of decision	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	1. Phil Porter, Strategic Director, Community and Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Minesh Patel, Head of Finance
4.	Terms of Reference - Task and Finish Group – St Raphaels	1. Terms of Reference to be discussed and agreed	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	1. Phil Porter, Strategic Director, Community and Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Minesh Patel, Head of Finance
5.	Housing Complaints	1. To scrutinise complaints relating to the Housing Service 2. To understand the strengths and gaps 3. To gain an overview of the	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the	1. Phil Porter, Strategic Director, Community and Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Troy Francis, Head of Housing Management Services;

		work that is underway to close the gaps	Housing Scrutiny Committee	4. Minesh Patel, Head of Finance
6.	Scrutiny Committee's Work Programme 2018-19	1. The report updates Members on the Committee's Work Programme for 2018-19	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	N/A
7.	Forward Plan	1. The Committee to review the Forward Plan (housing element).	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	N/A

Thursday 6 February 2019

Agenda	Item	Objectives for Scrutiny	Cabinet Member/Member	Attendees
1.	Brent based Registered Providers (RP) delivery of social housing	<ol style="list-style-type: none"> 1. Gain an overview of the performance of Registered Providers based on the priorities of the service 2. Scrutinise welfare issues addressed by RP (methods, means, and areas of collaboration with LBB) 3. Review performance measures 4. Review conversions from social to affordable housing 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Laurence Coaker, Head of Housing Needs; 4. Minesh Patel, Head of Finance
2.	Welfare Reform and Homelessness (including the Homelessness Reduction Act)	<ol style="list-style-type: none"> 1. Scrutinise the impact of Welfare Reform on Homelessness in the borough 2. Scrutinise the Council's readiness for the challenges presented 3. Scrutinise implementation and impact of the Homelessness Reduction Act in Brent 4. Review the Supported People budget 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing 3. Minesh Patel, Head of Finance

3.	Performance Update	<ol style="list-style-type: none"> 1. Scrutinise performance across the service 2. Review strengths and areas for further improvement 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing 3. Minesh Patel, Head of Finance
4. Page 93	Scrutiny Committee's Work Programme 2018-19	<ol style="list-style-type: none"> 1. The report updates Members on the Committee's Work Programme for 2018-19 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	N/A
5.	Forward Plan	<ol style="list-style-type: none"> 1. The Committee to review the Forward Plan (housing element). 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	N/A

27 March 2019

Agenda	Item	Objectives for Scrutiny	Cabinet Member/Member	Attendees
1.	Disabled Facilities and Small Works Grants Distribution	<ol style="list-style-type: none"> 1. To scrutinise approach and outcomes delivered 2. To review how performance in this area is measured 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Minesh Patel, Head of Finance
2.	New CRM System	<ol style="list-style-type: none"> 1. Scrutinise management and usage of the new CRM system 2. Review performance and customer feedback 3. Scrutinise links with the wider Housing Service 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director, Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Troy Francis, Head of Housing Management Services 4. Minesh Patel, Head of Finance

3. Page 95	I4B	<ol style="list-style-type: none"> 1. Scrutinise impact on housing 2. Review locations and quality of housing 3. Review the impact on the waiting list 	<p>Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee</p>	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director, Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Laurence Coaker, Head of Housing Needs 4. Minesh Patel, Head of Finance
4.	Scrutiny Committee's Work Programme 2018-19	<ol style="list-style-type: none"> 1. The report updates Members on the Committee's Work Programme for 2018-19 	<p>Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee</p>	N/A
5.	Forward Plan	<ol style="list-style-type: none"> 1. The Committee to review the Forward Plan (housing element). 	<p>Cllr Eleanor Southwood – Lead Member for Housing</p>	N/A

			and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	
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25 April 2019

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Agenda	Item	Objectives for Scrutiny	Cabinet Member/Member	Attendees
1.	Tackling ASB	<ol style="list-style-type: none"> 1. Scrutinise approach to tackling ASB on Estates 2. Review links to wider ASB challenges in the borough 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Rep from Public Protection (tbc); 4. Minesh Patel, Head of Finance.
2.	Rent Arrears (including Registered Providers)	<ol style="list-style-type: none"> 1. Scrutinise the level of rent arrears 2. Review location and trends 3. Explore actions in place to tackle these arrears 4. Explore approach to evictions 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Minesh Patel, Head of Finance; 4. One Registered Provider (tbc).
3.	Fire Safety	<ol style="list-style-type: none"> 1. Evaluate fire safety in council housing 2. Improved awareness of the mitigation measures in place for civil emergencies 	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	<ol style="list-style-type: none"> 1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Minesh Patel, Head of Finance

4	St Raphaels Task Group	1. Scrutinise the findings and recommendations from the scrutiny task group review of St Raphaels Estate	Cllr Eleanor Southwood/ Cllr Janice Long – Chair of Housing Scrutiny Committee	1. Phil Porter, Strategic Director Community Wellbeing; 2. Hakeem Osinaike, Operational Director Housing; 3. Minesh Patel, Head of Finance
5	Scrutiny Committee's Work Programme 2018-19	1. The report updates Members on the Committee's Work Programme for 2018-19	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	N/A
6.	Forward Plan	1. The Committee to review the Forward Plan (housing element).	Cllr Eleanor Southwood – Lead Member for Housing and Welfare Reform/Cllr Janice Long – Chair of the Housing Scrutiny Committee	N/A

LONDON BOROUGH OF BRENT

FORWARD PLAN OF KEY DECISIONS

for the period 15 June 2018 to 30 April 2019



The Forward Plan is a list of forthcoming decisions and provides at least **28 days'** notice of the following:

- all decisions to be taken by the Cabinet and Cabinet Committees; and
- key decisions taken by Council Officers and the West London Economic Prosperity Board.

A key decision is defined by regulations as a decision which relates to an executive function and which is likely:

- a. to result in the local authority incurring expenditure which is, or the making of savings which are significant, having regard to the local authority's budget for the service or function to which the decision relates; or
- b. to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the local authority.

All decisions taken by the Cabinet and Cabinet Committees and key decisions taken by Council Officers can be called-in by Councillors before they are implemented. If a decision is called-in, a Scrutiny Committee made up of non-Cabinet Members will meet to consider the decision within 15 working days of the decision being made. The original decision-maker will then take into account the recommendations of this Scrutiny Committee before choosing to either implement or change the decision. The exact date when the recommendations of the Scrutiny Committee are to be re-considered by the Cabinet, Cabinet Committee or Officer (as the case may be) can be obtained from Governance Services.

Members of the public are entitled to see the reports that will be relied on when a decision is taken unless they contain confidential or exempt information under the Local Government Act 1972. Reports will be published on the Council's website at least five clear working days before the date the decision is due to be taken. Paper copies can also be obtained from Governance Services, Brent Civic Centre, Engineers Way, Wembley, Middlesex, HA9 0FJ, telephone 020 8937 6607/1355 or via e-mail to committee@brent.gov.uk.

Should you wish to make representations regarding any matter listed or want to request that an exempt report should be considered in public, please email Governance Services at committee@brent.gov.uk or telephone 020 8937 6607/1355 at least one week before the decision is to be taken. Your representations and the Council's response will be published on the Council's website at least 5 working days before the Cabinet/ Cabinet Committee meeting or date of the scheduled Officer decision.

The current membership of the Cabinet is as follows:

[Cllr Butt](#) (Leader and Lead Member for Stronger Communities)
[Cllr McLennan](#) (Deputy Leader)
[Cllr Hirani](#) (Public Health, Culture & Leisure)
[Cllr Farah](#) (Adult Social Care)
[Cllr Southwood](#) (Housing and Welfare Reform)

[Cllr Tatler](#) (Regeneration, Highways & Planning)
[Cllr M Patel](#) (Children's Safeguarding, Early Help and Social Care)
[Cllr Krupa Sheth](#) (Environment)
[Cllr Agha](#) (Schools, Employment & Skills)

Publication Date: 15 June 2018

email: committee@brent.gov.uk
Tel: 020 8937 1355/6607

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
June					
<p>Private Housing Assistance Policy Amendments</p> <p>To approve the revisions to the RRO in relation to the following new and improved services, these being;</p> <ul style="list-style-type: none"> • The introduction of the Discretionary Disability Adaptations Grant (DDAG); • The improvement of the current Small Works Grant (SWG); • The introduction of the Spend to Save Grant (SSG); • The introduction of the Hospital Discharge Assistance Service (HDAS); • The introduction of the Acute Handyperson Service (AHAS). <p>Reason for deferral from April to June Cabinet:</p> <p>Council Officers are setting up a cross service project board to maximise the impact of DFGs across all areas of need. Discussions at the first meeting of the board may influence the proposals in this paper</p> <p>KEY</p> <p>Report: Open</p>	Cabinet	Strategic Director, Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	18 Jun 2018	Head of Private Housing Services Tel: 020 8937 2546 Email: spencer.randolph@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
Shopfronts Supplementary Planning Document (SPD3) Adoption To consider consultation responses to the draft Shopfronts Supplementary Planning Document (SPD3) and approve its adoption KEY Report: Open	Cabinet	Strategic Director, Regeneration and Environment	Lead Member for Regeneration, Highways, Planning (Councillor Shama Tatler)	18 Jun 2018	Head of Planning, Transport and Licensing Tel: 020 8937 6441 Email: alice.lester@brent.gov.uk
Air quality improvement measures: Electric Vehicle charging infrastructure – Cabinet variation report To agree a variation to the procurement process for the project to deliver on-street residential charge points in lamp columns, KEY Report: Open	Cabinet	Strategic Director, Regeneration and Environment	Lead Member for Regeneration, Highways, Planning (Councillor Shama Tatler)	18 Jun 2018	Transport Planner Tel: 0208 937 5245 Email: grace.eminton@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
<p>Extra Care tender for Beechwood, Harrod Court and Tulsi House To seek approval to award care and support contracts for three Extra Care schemes, following the completion of a competitive tender via the Dynamic Purchasing System.</p> <p>KEY Report: Open</p>	Strategic Director, Community Well-being	Strategic Director, Community Well-being	Lead Member for Adult Social Care (Councillor Harbi Farah)	Not before 19 Jun 2018	Market Oversight Manager Tel: 0298 937 3413 Email: Elena.Murray@brent.gov.uk
<p>Award of contract for a Delivery Partner for the Peel Project To agree to award the contract to the preferred bidder</p> <p>KEY Report: Part exempt</p>	Strategic Director, Regeneration and Environment	Strategic Director Regeneration and Environment	Lead Member for Regeneration, Highways, Planning (Councillor Shama Tatler)	Not before 20 Jun 2018	Strategic Director Regeneration and Environment Tel: 0208 937 1516 Amar.Dave@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
July					
Review of Estate Cleaning To approve the option for the future delivery of the estate cleaning service. Reason for deferral from April Cabinet to July Cabinet: To enable a more in-depth analysis into the range of options being proposed.	Cabinet	Strategic Director, Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	16 Jul 2018	Operational Director Housing Tel: 020 8937 2023 Email: Hakeem.Osinaike@brent.gov.uk
Estate Parking Project To seek Cabinet's approval on the proposed set of consultation principles pertaining to parking controls across defined estates. KEY Report: Open	Cabinet	Strategic Director, Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	16 Jul 2018	Operational Director Housing Tel: 020 8937 2023 Email: Hakeem.Osinaike@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
Housing Revenue Account Business Plan To agree the Housing Revenue Account Business Plan 2018/19 – 2048/49 KEY Report: Open	Cabinet	Strategic Director, Community Well-being	Lead Member for Housing and Welfare Reform (Councillor Eleanor Southwood)	16 Jul 2018	Operational Director Housing Tel: 020 8937 2023 Email: Hakeem.Osinaike@brent.gov.uk
July Finance Review Draft Budget options and financial outlook 2019/20 Report: Open	Cabinet	Chief Finance Officer	Deputy Leader (Councillor Margaret McLennan)	16 Jul 2018	Chief Finance Officer Tel: 020 8937 6528 Email: conrad.hall@brent.gov.uk
Quarter 1 Financial Performance Review Review of the Financial Performance for Q1 Report: Open	Cabinet	Chief Finance Officer	Deputy Leader (Councillor Margaret McLennan)	16 Jul 2018	Chief Finance Officer Tel: 020 8937 6528 Email: conrad.hall@brent.gov.uk
2017/18 Financial Outturn and Statement of Accounts Review of Council's Accounts KEY Report: Open	Cabinet	Chief Finance Officer	Deputy Leader (Councillor Margaret McLennan)	16 Jul 2018	Chief Finance Officer Tel: 020 8937 6528 Email: conrad.hall@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
Award of Contract – Insurance Services To agree to award the contract to the preferred bidder Report: Part exempt	Cabinet	Chief Finance Officer	Deputy Leader (Councillor Margaret McLennan)	16 Jul 2018	Head of Finance Email: Andrew.Ward@brent.gov.uk Tel: 0208 937 6462
Q4 Integrated Finance and Performance Report This will be the final performance report for 2017/2018. KEY Report: Open	Cabinet	Director, Performance, Policy and Partnerships	Leader (Councillor Muhammed Butt)	16 Jul 2018	Head of Performance & Improvement Tel: 020 8937 1822 Email: irene.bremang@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
<p>Wembley Transport Improvements</p> <p>To:</p> <ul style="list-style-type: none"> • Approve funding required to implement North End Road connection and two-way working within Wembley Industrial Estate and approve the procurement via OJEU Restricted Procedure for a contractor(s) to deliver the works. • Approve delegated authority to the Strategic Director of Regeneration and Environment in consultation with the Lead Member <p>KEY</p> <p>Report: Part exempt</p>	Cabinet	Strategic Director, Regeneration and Environment	Lead Member for Regeneration, Highways, Planning (Councillor Shama Tatler)	16 Jul 2018	<p>Transportation Planning Manager</p> <p>Tel: 020 8937 5289</p> <p>Email: rachel.best@brent.gov.uk</p>

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
August					
<p>Extending the Harlesden Community Hub Model This report sets out proposals for extending the community hub model located at Harlesden library. The extension of the model would include enhancing the offer at the Harlesden location based on user needs, introducing additional and more joined up services and expanding the model to new locations and opening times.</p> <p>Reason for deferral from June to July Cabinet meeting: Officers to undertake additional work to develop the business case.</p> <p>KEY Report: Open</p>	Cabinet	Director, Performance, Policy and Partnerships	Leader (Councillor Muhammed Butt)	13 Aug 2018	Change Manager Tel: 020 8937 1306 Email: fiona.kivett@brent.gov.uk
<p>Community Safety Strategy, Towards a 'Safer Brent' 2018-2021 The decision for the revised strategy to be implemented and delivered locally.</p> <p>KEY Report: Open</p>	Cabinet	Strategic Director, Regeneration and Environment	Leader (Councillor Muhammed Butt)	13 Aug 2018	Head of Community Protection Tel: 020 8937 5067 Email: Karina.Wane@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
<p>Parking Policy: Festivals and Events Approve new policy guidelines on parking at Festivals and Events, as a revision to the Council's Parking Strategy.</p> <p>Reason for deferral from June to August Cabinet: The report is being expanded to include consideration of parking policy in respect of weekly events, in addition to annual festivals and events.</p>	Cabinet	Strategic Director, Regeneration and Environment	Lead Member for Environment (Councillor Krupa Sheth)	13 Aug 2018	Head of Parking and Lighting Tel: 020 8937 2979 Email: gavin.f.moore@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
September					
Digital Strategy Update This report sets out Brent's strategy for designing and delivering services across all contact channels to ensure accessibility and value for money. Reason for deferral from May to September Cabinet meeting: Pending further officer consideration.	Cabinet	Director, Performance, Policy and Partnerships	Deputy Leader (Councillor Margaret McLennan)	10 Sep 2018	Head of Transformation Tel: 020 8937 1507 Email: sadie.east@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
October					
Regionalisation of adoption To agree the arrangements of Regionalisation of adoption services. Reason for deferral from September to October Cabinet meeting: Pending further officer consideration. Report: Open	Cabinet	Strategic Director, Children and Young People	Lead Member for Children's Safeguarding, Early Help and Social Care (Councillor Mili Patel)	15 Oct 2018	Operational Director Integration & Improved Outcomes Tel: 020 8937 4456 nigel.chapman@brent.gov.uk
Brent Council Borrowing Strategy 2018/19 – 2020/21 Brent Council Borrowing Strategy 2018/19 – 2020/21 Report: Open	Cabinet	Chief Finance Officer	Deputy Leader (Councillor Margaret McLennan)	15 Oct 2018	Chief Finance Officer Tel: 020 8937 6528 Email: conrad.hall@brent.gov.uk

Details of the decision to be taken	Decision to be taken by	Relevant report from	Lead Member	Expected date of decision	Any representations must be made to the following officer at least 1 week before the decision is to be made
January					
Q2 Integrated Finance and Performance Report This will be the second quarter's performance report of 2018/2019. KEY Report: Open	Cabinet	Director, Performance, Policy and Partnerships	Leader (Councillor Muhammed Butt)	14 Jan 2019	Head of Performance & Improvement Tel: 020 8937 1822 Email: irene.bremang@brent.gov.uk
April					
Q3 Integrated Finance and Performance Report This is the performance report for the third quarter of 2018/2019. KEY Report: Open	Cabinet	Director, Performance, Policy and Partnerships	Leader (Councillor Muhammed Butt)	15 Apr 2019	Head of Performance & Improvement Tel: 020 8937 1822 Email: irene.bremang@brent.gov.uk

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