



Brent

SUMMONS TO ATTEND COUNCIL MEETING

Monday 25 February 2019 at 6.00 pm

Conference Hall - Brent Civic Centre, Engineers Way,
Wembley, HA9 0FJ

To the Mayor and Councillors of the London Borough of Brent and to each and every one of them.

I hereby summon you to attend the MEETING OF THE COUNCIL of this Borough.

CAROLYN DOWNS
Chief Executive

Dated: 15 February 2019

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

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democracy.brent.gov.uk

The press and public are welcome to attend this meeting

Please note this meeting will be filmed for live broadcast on the Council's website. By entering the meeting room you will be deemed to have consented to the possibility of being filmed and to the possible use of those images and sound recordings for webcasting.

Notes for Members - Declarations of Interest:

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

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

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

***Disclosable Pecuniary Interests:**

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

****Personal Interests:**

The business relates to or affects:

- (a) Anybody of which you are a member or in a position of general control or management, and:
 - To which you are appointed by the council;
 - which exercises functions of a public nature;
 - which is directed is to charitable purposes;
 - whose principal purposes include the influence of public opinion or policy (including a political party or trade union).
- (b) The interests a of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

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

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

Agenda

1 Apologies for Absence

To receive any apologies for absence from members of the Council.

2 Minutes of the Previous Meeting

1 - 34

To confirm as a correct record, the attached minutes of the previous meeting of the Council held on Monday 28 November 2018.

3 Declarations of Interest

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.

4 Mayor's Announcements (including any petitions received)

To receive any announcements from the Mayor.

5 Appointments to Committees and Outside Bodies and Appointment of Chairs/Vice Chairs (if any)

To agree any appointments to Committees, Joint Committees, Forums, Panels and Outside Bodies (if any); and the appointments of Chairs/Vice Chairs (if any) in accordance with Standing Order 30(g).

6 Budget and Council Tax 2019/2020 and 2020/21

35 - 452

To consider the Council's budget and level of Council Tax for 2019/20 and 2020/21.

Members are asked to note that the recommendations in the report were approved for reference on to Council by Cabinet on 11 February 2019.

7 Borough Plan 2019-2023

453 - 494

The report presents the draft Borough Plan 2019-23 which sets out Brent's vision, strategic themes and priorities.

Members are asked to note that the Plan was approved and referred to Council for formal adoption by Cabinet on 11 February 2019.

8 Changes to the Constitution

495 - 518

To receive a report from the Director of Legal & HR seeking approval to a number of changes to the Constitution.

9 Members Allowance Scheme - Annual Review

519 - 522

The report outlines the annual review of the Members Allowance Scheme and seeks approval on the allowances Members will be entitled to receive for carrying out their responsibilities during the 2019/20.

10 Urgent Business

At the discretion of the Mayor to consider any urgent business, in accordance with Standing Order 30(s).



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

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



LONDON BOROUGH OF BRENT

Minutes of the ORDINARY MEETING OF THE COUNCIL
held on Monday 26 November 2018 at 6.00 pm

PRESENT:

The Worshipful the Mayor
Councillor Arshad Mahmood

COUNCILLORS:

Abdirazak	Aden
Agha	Ahmed
Allie	S Butt
Chan	Chappell
Chohan	S Choudhary
A Choudry	Colwill
Daly	Dar
Dixon	Donnelly-Jackson
Ethapemi	Farah
Gbajumo	Gill
Hassan	Hector
Hirani	Hylton
Johnson	Kabir
Kansagra	Kelcher
Kennelly	Knight
Long	Mashari
Maurice	McLeish
McLennan	Miller
Murray	W Mitchell Murray
Naheerathan	Nerva
M Patel	RS Patel
Patterson	Perrin
Sangani	Shahzad
Ketan Sheth	Krupa Sheth
Southwood	Stephens
Tatler	Thakkar

1. **Apologies for Absence**

The Mayor advised that direct apologies for absence had been received from Councillors Afzal, M. Butt, Colacicco, Conneely, Crane, Denselow, Ezeajughi and Lo.

Apologies for lateness were received from Councillors Hassan, Mashari and Thakkar.

2. **Mayor's Statement - Order of Business**

Before consideration of the formal agenda, the Mayor informed members of a change to the order of business set out on the original summons. As representatives of Brent Youth Parliament were present for the public question session, the Mayor advised that in accordance with Standing Order 30, he was intending to move that item forward on the agenda for consideration following the Mayor's Announcements.

In addition, as there were two items relating to Brexit he advised that he was intending to change the order of items on the agenda so these could be considered together.

It was therefore **RESOLVED** that:

(1) The business to be considered at the meeting be re-arranged in the following order:

- Agenda Item 5 – Questions from Members of the Public & Youth Parliament
- Agenda Item 14 – Changes to the Constitution
- Agenda Item 16 – Report from the Director of Performance , Policy and Partnerships considering the Impact of Brexit

(2) The remaining items of business follow in the same order as listed on the agenda

3. **Minutes of the Previous Meeting**

RESOLVED that the minutes of the Council meeting held on Monday 17 September 2018 be approved as a correct record.

4. **Declarations of Interest**

No interests were declared by Members at the meeting.

5. **Mayor's Announcements (including any petitions received)**

The Mayor made the following announcements:

(i) Death of former Councillor Carol Shaw

The Mayor advised that it was with sadness he had to announce the death of former Councillor Carol Shaw who had passed away on 20 September.

He reminded Members that Carol had served the people of Brent for over 25 years, most recently as ward councillor for Brondesbury Park where she had been a passionate and dedicated Councillor. In remembering Carol he stated that the

Council's thoughts were with her friends, family and former colleagues and as a mark of respect asked all those present to stand in order to observe a minutes silence in her memory.

A minutes silence was observed.

As a number of Members had indicated they wished to formally pay tribute to Carol Shaw he then opened up the meeting to invite contributions.

Councillor Colwill opened the tributes by highlighting the support and guidance Carol had provided when he had first been elected to the Council and the friendship they had gone on to develop over the years. He highlighted the way in which she had always stood up for her local residents and said she would be sorely missed.

The following members also spoke in tribute:

- Councillor Long advised she had first encountered Carol back in 1990. Whilst always a formidable character, she highlighted Carol's dedication to her local residents and the respect in which she had been held by them. She would therefore be missed by councillors and residents alike.
- Councillor Gbajumo also highlighted the dedication Carol had shown to her local residents and how much she was missed by those she had previously served as ward councillor. As a tribute, Councillor Gbajumo advised that she, along with the other newly elected councillors in Brondesbury Park ward, hoped to be able to follow on her good work in representing the local area.
- Councillor McLeish also highlighted the local support and respect for Carol he had experienced ward when campaigning within Brondesbury Park during the most recent local elections.
- Councillor Maurice who advised that whilst only knowing Carol for a relatively short period, had also been impressed by her formidable character and hard work as a ward councillor, with her residents always coming first.

The Mayor thanked everyone for their kind and touching tributes.

(ii) Kristallnacht

The Mayor reminded Members that November marked the 80th anniversary of the Kristallnacht. In remembering the anniversary he felt it was important to never forget the upset caused and victims of such attacks.

(iii) Hate Crime in Brent

The Mayor was sad to report a recent incident experienced outside a Mosque in the Borough, involving racist insults being shouted to people leaving the building.

The Mayor advised that he, along with the Leader and Chief Executive, had joined people immediately after the incident to show solidarity with worshippers and felt it important to demonstrate how such attacks and abuse should never be tolerated.

(iv) Remembrance Sunday

The Mayor thanked all those who had attended the Borough's Remembrance Sunday services on 11 November. The morning service had been followed by the Annual Remembrance Day Parade in Barham Park.

He was pleased to announce that attendance at the Borough Remembrance services was excellent with hundreds of people coming along to remember the agreement to end fighting of the First World War, in 1918.

Tribute was paid to all those who had taken part and marched for making the service so special. The Mayor also took the opportunity to thank the outgoing Borough Dean, Graham Noyce, for his service to the Borough over the years and also for presiding over the Borough's remembrance service.

Members were also advised that the Mayor was honoured to have been invited by a representative from the British Legion to lay a wreath at the memorial at the old Town Hall and was enormously grateful to the Lycée for allowing everyone to come together to mark the centenary of the Armistice in order to remember the fallen of all conflicts.

(v) Pride of Brent Awards

The Mayor advised that he, along with the Chief Executive & Deputy Leader, were pleased to have been able to host the recent annual Pride of Brent awards in the Civic Centre.

This had provided an opportunity for Brent employees and community members to come together in order to celebrate the Pride of Brent and for the second year had involved the ceremony merging the community awards with the Council's employee recognition and Long Service Awards.

The Mayor informed Members that a full list of winners was available on the Council's website, and congratulated all those who had been nominated and received an award.

(vi) 100th Birthday celebrations

The Mayor advised that one of the many highlights of his office was the opportunity to meet so many of the Borough's residents. With this in mind, he announced that he would have the honour on 17th December of visiting Mrs Pearl Slater to celebrate her 100th birthday and all Members were asked to join him in wishing her a happy birthday.

(vii) United Albanian Community

The Mayor advised he was honoured to have been invited to attend a flag raising ceremony at the civic centre on Sunday 25 November hosted by the united Albanian Community to celebrate their National Day.

(viii) World Aids Day

The Mayor reminded Members that this year marked 30 years since the first World Aids Day on the 1st of December 1988. In remembering the significance of this day, he felt it was important to acknowledge how far advances in medicine had come and the dramatic difference these had made to the lives of people living with HIV.

At the same time he felt it also important to remember that people living with HIV still faced prejudice and stigma in their workplace, communities and relationships. For these reasons he highlighted the need to remember that HIV had not gone away and that there was still a vital need to raise money, increase awareness, fight prejudice and improve education.

(ix) Mayor's Gala Fundraising Dinner

The Mayor took the opportunity to remind Members that he would be hosting his first Gala Fundraising dinner on the Sunday 2 December at Sattavis Patidar Centre. The evening would consist of a meal, entertainment along with an auction, with tickets available to purchase through the Mayor's Office.

(x) St Joseph's Roman Catholic Primary School

The Mayor was pleased to announce that according to The Sunday Times School Guide 2019, published on 18 November 2018, St Joseph's Willesden had been ranked as the 2nd best state primary school in the country and the top state Catholic primary school in England.

Members joined the Mayor in congratulating the whole school community who he pointed out had continued to aspire to excellence despite the circumstances experienced over the last three years in recovering from the fire at the school in September 2015.

(xi) Petitions

Finally, the Mayor drew members' attention to the list of current petitions along with action being taken to deal with them, which had been tabled at the meeting, in accordance with Standing Order 66.

6. **Questions from Members of the Public & the Youth Parliament**

The Mayor advised that in accordance with Standing Order 33 two questions had been received from the members of the public:

Question 1 from Mr Jean Bernard to Councillor Krupa Sheth, Lead Member for Environment relating parking concerns in the Wembley area.

Question 2 from Mr Jose Baladron to Councillor Krupa Sheth, Lead Member for Environment regarding the policy on removal of textile clothing banks.

Members noted the written responses to the questions, circulated with the agenda. The Mayor advised that both members of the public had been invited to attend the meeting in order to ask a supplementary question. Whilst neither were present, the Mayor informed Members that Mr Baladron had confirmed he was satisfied with the

written response provided on the basis of further discussions with Members. No supplementary questions were therefore received.

Following on from the public question session the Mayor then moved on to deal with the questions received from representatives of Brent Youth Parliament. He advised that the following two questions had been received from members of the Youth Parliament:

Question 1 to Councillor Agha, Lead Member for Schools, Employment and Skills, requesting details on action being taken by the Council to provide and promote effective work experience opportunities for young people.

Question 2 to Councillor Mili Patel, Lead Member for Children's Safeguarding, Early Help and Social Care regarding measures being developed to respond to budget reductions in the Youth Service.

Members noted the written responses to the questions, circulated with the agenda and the Mayor advised that he was pleased to welcome Jai Patel and Sara Bokrugji on behalf of the Youth Parliament who were attending in order to ask supplementary questions on both issues.

Supplementary Question 1 from Jai Patel to Councillor Agha, Lead Member for Schools, Employment and Skills

Jai Patel began by thanking the Mayor for the welcome extended to the Youth Parliament. Having noted that the provision of work related learning had now been decentralised and removed as a statutory role, details were sought on the oversight by the Council in relation to the quality and provision of work related learning across schools and colleges in the borough in order to ensure equality of opportunity in relation to access.

In response, Councillor Agha highlighted that in addition to the action outlined in his written response to support work based learning opportunities and apprenticeships, a range of other activity was being undertaken to extend and promote the range of opportunities available. He advised he would be able to provide a more detailed written response on these following the meeting. As examples, reference was made to the opportunities and support available through Brent Start and to the recent job fair held in Brent which had attracted over 70 employers and been attended by over 1700 local people providing access to a range of opportunities. Although in its early stages, work had also commenced to examine opportunities within the school curriculum to promote local apprenticeships (particularly in the construction industry) with negotiations also underway with small business enterprises and the Local Government Association around the development of an Apprenticeship Fair.

Councillor Agha ended by advising he had also recently attended a Skills Fair in London where the Mayor for London had pledged a £1.3m boost to the London Scheme designed to promote access to apprenticeships for young people in the hospitality and construction sectors. He also felt it was important to note the work being undertaken with the Mayor for London to support use of the Apprenticeship Levy.

Supplementary Question 2 from Sara Bokrugji to Councillor Mili Patel, Lead Member for Children’s Safeguarding, Early Help and Social Care

Sara Bokrugji again thanked the Lead Member for her response and having noted the focus of broader youth service provision now coming from within the voluntary sector asked whether this provision was felt to provide similar outcomes to other Council led initiatives and, if so, how these outcomes were measured.

In response, Councillor Mili Patel advised she was pleased to see how engaged young people in Brent were in terms of participation in local democracy. In terms of the specific question raised, whilst aware of the frustration she felt it was important to start by noting the impact of funding reductions imposed on the Council by Government, resulting in an additional £40m of savings needing to be identified over the next four years. Against this background, and recognising the concerns raised around service provision, Councillor Patel felt it was important to highlight the Council’s involvement in the provision of youth services through initiatives such as the Brent Youth Zone and Roundwood Youth Centre. Outcomes being achieved were measured with recent examples including the Ofsted inspection. Councillor Patel finished by highlighting the importance of young people, who were keen to protect and improve services, ensuring they continued to engage in the wider democratic process to ensure their voice was heard in relation to issues such as funding and service priorities.

Having noted the responses to the questions raised, the Mayor again thanked Jai Patel and Sara Bokrugji for attending the meeting and advised that this now concluded the public question session.

7. Appointments to Committees and Outside Bodies and Appointment of Chairs/Vice Chairs (if any)

The Mayor referred Members to the supplementary pack circulated in advance of the meeting, which contained a list of changes to appointments on Council Committees, Sub Committees and other bodies.

It was **RESOLVED** that:

- (1)** the following appointments be approved:
 - (a)** Councillor Naheerathan to replace Councillor Lo and Councillor Donnelly-Jackson to replace Councillor Mashari as full members of the Audit & Standards Advisory Committee and Audit & Standards Committee.
 - (b)** Councillor Lo to replace Councillor S.Butt as a substitute member of the Audit & Standards Advisory Committee and Audit & Standards Committee.
 - (c)** Councillor S.Butt to replace Councillor Lo as a full member of the Planning Committee.
 - (d)** Councillor Kennelly to replace Councillor Abdirazak and Councillor Lo to replace Councillor S.Butt as substitute members of the Planning Committee.

- (e) Councillor Miller to replace Councillor Dar as a full member of the Trading Standards Joint Advisory Board.
- (f) Councillor Dar to replace Councillor Daly as a substitute member of the Trading Standards Joint Advisory Board.
- (g) Councillor Ketan Sheth to replace Councillor Denselow as a full member of the Old Oak and Park Royal Development Corporation (OPDC) Planning Committee.
- (2) In addition to the changes in (1) above, to note that the following membership changes were being recommended to General Purposes Committee for approval:
 - (a) Councillor Kabir to replace Councillor Choudhary as a full member of the Pension Board.
 - (b) Councillor R.Patel to replace Councillor Aden and Councillor Marquis to replace Councillor Perrin as substitute members of the Pension Board.

8. Reports from the Leader and Cabinet

The Mayor referred Members to the written report which had been circulated with the agenda providing updates from the Leader and Cabinet Members in relation to their portfolios. He then invited the Deputy Leader and other Cabinet Members to provide updates on any significant issues to be highlighted. Once these updates had been provided, he reminded Members that the remaining time available would be opened up for any non-Cabinet members to question (without the need for advance notice) Cabinet Members on matters relating to their portfolios.

The following updates were provided by the Deputy Leader and Cabinet Members:

(a) Councillor Margaret McLennan, Deputy Leader

Councillor McLennan began by taking the opportunity to remind Members of Brent's unique history, cultural diversity, unity and reputation as an iconic destination. Whilst these were all to be celebrated she felt there were still many issues to overcome, particularly in relation to the potential impact and divisions arising from Brexit. Welcoming the opportunity provided later in the meeting to debate these issues, Councillor McLennan recognised the efforts being made in Brent to ensure that everyone had the same opportunity to succeed alongside the hard work that was still required to achieve such an aim.

In accordance with Standing Order 14 (f) Councillor McLennan also reported that there had been no use of the Key Decision and Forward Plan urgency procedures since the last Council meeting.

Having completed her update, the Deputy Leader then invited Councillors Tatler (Lead Member for Regeneration, Highways and Planning) and Southwood (Lead Member for Housing and Welfare Reform) to present additional updates in relation to their portfolios.

(b) Councillor Tatler (Lead Member for Regeneration, Highways and Planning)

Councillor Tatler took the opportunity to remind Members of the consultation which had recently commenced on the draft Local Plan which she advised provided an opportunity to help shape the future landscape of Brent and guide planning policy over the next 20 years. Members and residents were encouraged to participate in the consultation process.

In addition Members were advised of the various activities planned to support Small Business Saturday on 1st December 18. Again all members were encouraged to support the event in their local area.

(c) Councillor Southwood (Lead Member for Housing & Welfare Reform)

Councillor Southwood advised members that implementation of the new Universal Credit regime had now gone live in Brent commencing at Harlesden Job Centre and shortly to be rolled-out at Wembley Job Centre. Given the difficulties with its implementation elsewhere, Members were reminded that residents experiencing problems with payments should initially be referred to the Department for Work & Pensions for advice. The Council would also be able to provide support, with Members asked to ensure the Housing Department was involved should it become apparent that tenants were experiencing difficulties in terms of maintaining rent payments as a result of the roll-out.

In addition, Members were also reminded of the consultation currently underway in relation to a review of the Council's Housing Allocations Policy. Given the limited options available and difficult choices needing to be made all members were encouraged to participate in the consultation process.

Following the updates provided, the Mayor advised that the remainder of time available during this session of the meeting would be open for questions from non-cabinet members to the Deputy Leader and Cabinet. The following questions were raised and responses provided:

(i) Councillor Knight sought assurance that the plans being developed for the programme of activities relating to the London Borough of Culture would involve as much of the borough as possible, including the Stonebridge area.

In response Councillor Hirani (Lead Member for Public Health, Culture & Leisure) assured Members that he was keen to ensure the programme reached all parts of the borough. In terms of progress, recruitment was underway for dedicated Borough of Culture posts and the Brent Community Fund for the Borough of Culture was also due to open in January 2019. This would provide an opportunity for community groups to submit funding bids for events linked to borough of culture activities. If it appeared that any area(s) were underrepresented in terms of bids received then more proactive work would be undertaken to encourage submissions from groups in these areas. Given that the focus of the Borough of Culture bid had been on young people, work was also underway to ensure all schools (including those from the south of the borough and Stonebridge) were engaged in development of the

programme and also that the Youth and Cultural Ambassadors were also as reflective of the borough as possible.

- (ii) Councillor Kansagra, commenting on plans to provide free parking for local high streets over the Christmas period, requested that consideration be given to providing a 30 minute – 1 hour free parking period on all local high streets on a permanent basis in order to better support small local businesses.

In response, Councillor Tatler (Lead Member for Regeneration, Highways & Planning) felt it was not parking charges which were having the most negative impact on local business on the high street but the Government's current Business Rates regime. In relation to parking concerns she highlighted the parking review currently being undertaken, with Councillor Krupa Sheth (Lead Member for Environment) also commenting that if business had concerns regarding specific locations these could be raised direct with local ward councillors, officers or by submitting a petition.

- (iii) Referring to the update provided on the roll-out of Universal Credit, Councillor Long sought confirmation on the Council's "no fault" evictions policy in relation to housing rent arrears created as a result of delays in Universal Credit payments being made.

In response, Councillor Southwood (Lead Member for Housing & Welfare Reform) advised that these concerns were the reason she had identified the need to ensure that support was sought as soon as possible in cases where tenants fell into arrears as a result of delays in Universal Credit direct payments. Support would be easier to provide for Council tenants in this position, which it was felt would assist in managing any arrears and therefore preventing evictions.

- (iv) Councillor Choudhary took the opportunity to highlight concerns regarding the parking and travel difficulties caused for those needing to undertake business or visit the Wembley area on event days, particularly for those non-residents unable to directly purchase parking permits.

In response Councillor Krupa Sheth (Lead Member for Environment) confirmed that she, along with the Leader, had received details of the specific concerns raised by Councillor Choudhary and would be looking at how best these could be addressed moving forward.

- (v) Councillor Kennelly took the opportunity to highlight and seek support for the current Freedom from Fear campaign being led by USDAW seeking to prevent violence, threats and abuse against shopworkers.

In response, Councillor Miller (Lead Member for Community Safety) confirmed his support for the campaign, recognising the right for everyone to feel protected and safe in their place of work. He advised he would also be willing to meet Councillor Kennelly to consider what further action could be taken to support the campaign and in lobbying for Government support.

- (vi) Councillor Daly requesting further details on the action being taken (including enforcement activity) by the Council to hold leaseholders to account in cases where properties leased to them by the Council were being poorly maintained.

In response, Councillor Southwood (Lead Member for Housing & Welfare Reform) advised of the work currently being undertaken to review the services being provided by the Council to leaseholders and action plan being developed in response, which included a clear definition of responsibilities. In view of time constraints at the meeting, she advised she would be willing to provide further details as a written response.

Following on from the above response, the Mayor advised that the time available for this item had expired and thanked Members for their contributions.

9. Deputations (if any)

The Mayor informed Members that no requests for any deputations had been received for this meeting.

10. Petitions (if any)

The Mayor informed Members that there were no petitions to be debated in accordance with the Council's petition procedure and Standing Order 66.

11. Non Cabinet Members' Debate

In accordance with Standing Order 34, the Mayor advised that the subject chosen for the Non Cabinet Member debate was on the Private Rented Housing Sector.

Members were advised that the motion submitted as the basis for the debate had been circulated with the supplementary agenda for the meeting and that the time available for the debate was 30 minutes. The Mayor then invited Councillor Donnelly-Jackson to introduce the motion. As context for the debate, Councillor Donnelly-Jackson highlighted there were an estimated 36,000 privately rented properties in Brent. Whilst the Private Housing Enforcement Team was undertaking important work in carrying out inspections and had recently secured a number of significant prosecutions against rogue landlords which had attracted national media attention, their resources were increasingly stretched as a result of the Government's current climate of austerity. Highlighting her personal experiences of living in private rented accommodation within the borough, which she pointed out were experiences shared by many others, Councillor Donnelly-Jackson was keen to seek the Council's support in ensuring private rented sector tenants had access to appropriate advice alongside the promotion of renters unions. In addition she was keen for local MPs to be encouraged to support Karen Buck MP in the House of Commons debate she was sponsoring on 6 December 18 regarding the use of section 21 evictions in the private rented sector. She therefore urged all members to support the motion put forward for debate.

The Mayor then opened up the debate to other Members, with the following comments made during the discussion that followed.

Councillor Johnson, speaking in support of the motion, advised that he had also been responsible for raising a number of concerns direct with the Mayor for London, as a member of Citizens UK, regarding the operation of rogue landlords in the private rented sector. A number of these concerns had been recognised by the Mayor of London who as a result had established an online “rogue landlord checker” system. Councillor Johnson was also supportive of the need for more consistent regulation of landlords. Whilst noting the efforts made in Brent with the introduction of the mandatory licensing scheme for HMOs and selective landlord licensing in certain wards he was keen to ensure this was rolled-out across the whole borough in order to ensure landlords could be properly held to account. Alongside these initiatives he highlighted the importance in addressing the demand for the supply of genuinely affordable housing as another means of mitigating the concerns highlighted for action.

Councillor Long, also spoke in support of the motion, highlighting concerns around the support available to tenants particularly those renting without any form of tenancy agreement. Whilst the Council had introduced a landlord licensing scheme she pointed out that the focus of the scheme was in managing the physical standard of properties rather than on how tenants were being treated. As with Councillor Donnelly-Jackson she also highlighted a number of specific examples in terms of practices operated by rogue landlords and how difficult it was for tenants to seek support, guidance and advice on their rights. As a result of a recommendation made by the Housing Scrutiny Committee the information on the Council’s website had been updated but Councillor Long felt still required further improvement. The support available from the Citizens Advice Bureau was recognised, but concerns were raised about the extent of additional support beyond that. Whilst the Council had engaged a firm to provide assistance to tenants facing difficulties with their landlords this contract was shortly due to end with interim arrangements in place from January 19 onwards and it was hoped the new arrangements would include the necessary resource to gather evidence and support prosecution of rogue landlords.

Councillor Kansagra then spoke advising that whilst broadly supportive of the motion there was a need to recognise that the problem of rogue landlords had unfortunately been one experienced for many years and not created as a result of austerity. Whilst the examples provided had highlighted significant issues he also felt it was important to recognise that not all landlords operated in this way. There were, he felt, many examples of decent landlords who had also had to deal with problems created by tenants including non-payment of rent and damage to property. Whilst supportive of the motion he therefore felt there was a need for a balanced debate.

Councillor Dixon then took the opportunity to highlight the timeliness of the motion given the work being undertaken by Karen Buck MP in relation to the promotion of her Homes (Fitness for Human Habitation) Private Members Bill. The Bill was seeking to amend relevant sections of the Landlord and Tenant Act 1985 by extending its obligations to cover almost all landlords and to modernise the fitness for habitation test. Under the proposals within the Bill, if a landlord failed to maintain their property to the required standard tenants would have the right to take legal action against them. Having highlighted the extent of work being undertaken in relation to promotion of the Bill, Councillor Dixon advised she welcomed the focus on the issues highlighted within the motion.

As further examples of the type of housing problems being experienced Councillor Choudhary, in support of the motion, briefly outlined two issues he had recently been supporting tenants in his ward seeking to resolve. Whilst the issues had required different responses he advised he was grateful to officers for their support in dealing with them.

Councillor Stephens spoke in support of seeking an extension to the landlord selective licensing scheme across the borough, as a means of addressing problems also being experienced by tenants in his ward. He was keen to ensure as clear a message as possible was provided for tenants in relation to their rights and how they could access appropriate advice and guidance including, as a suggestion, considering the role Estate and Letting Agents may be able to play alongside other services such as Trading Standards with as wide a range of options considered as possible.

Councillor Mashari also took the opportunity to highlight the significant problems being experienced in the Welsh Harp and Neasden areas by the operation of rogue landlords. Whilst grateful to officers for their efforts in securing the high profile prosecution against a particular landlord operating in that area, which had attracted national media attention, she remained concerned at the way in which some landlords were operating in certain key areas of the borough as a form of micro-economy. It was therefore felt that the issues being identified needed to be tackled on a strategic basis by the Council with support being expressed for the motion and also the further extension of the landlord selective licensing scheme across the borough.

Councillor Maurice advised that he also shared the concerns being expressed about the operation of rogue landlords in the borough, given their exploitation and impact on the more vulnerable members of society. Whilst recognising this as a problem experienced for many years, he supported the efforts being made to identify and prosecute these individuals highlighting, as an example, the vast majority of decent landlords and also efforts he made with local residents to report HMOs causing concern.

As a final contribution to the debate, Councillor Murray felt it was also important to highlight the impact which the provision of affordable and secure housing had in relation to providing a stable background for children and young people. He therefore urged all members to support the motion with the Council, he felt having a duty to continue using all powers available to prevent and prosecute rogue landlords.

As no other members had indicated they wished to speak the Mayor then invited Councillor Southwood, as Lead Member for Housing & Welfare Reform, to sum up and close the debate.

Councillor Southwood began by thanking Councillor Donnelly-Jackson for bringing the motion forward for debate which she felt had highlighted a number of key issues. The experiences highlighted were unfortunately not dissimilar to ones shared with her during a recent visit to Advice for Renters with people appearing to feel they had no choice but to put up with such poor conditions due to fear of losing their accommodation in such difficult economic circumstances. In terms of

responding to the issues highlighted, Councillor Southwood outlined two key areas for action which she was pleased had also been identified during the debate and within the motion. The first of these was a need to increase the supply of affordable social housing, which the Council was continuing to address and the second was extension of the selective landlord licensing scheme across the borough. Plans were being developed to apply for the extension of the scheme on a borough wide basis, despite the Government having originally declined such an application. In the meantime she assured members that the Council would continue to make use of its full range of investigative and enforcement powers to assist in protecting those living in the private rented sector from sub-standard property conditions and rogue landlords. She concluded by advising that as Lead Member for Housing she wholeheartedly supported the motion and would be willing to write to local MPs urging their support for the Private Members Bill and House of Commons debate regarding the use of section 21 evictions in the private rented sector.

As an outcome of the debate Members therefore unanimously **RESOLVED** to approve the motion (as set out below):

“This Council notes:

The important work carried out by the Private Housing Enforcement team:

- Brent has an estimated 36,000 privately rented properties. The Private Housing Enforcement team carry out between 30-40 planned inspections per week, plus an additional 10-15 unannounced inspection raids.
- Brent Council has won 140 landmark prosecution cases against rogue landlords, agents and sub-letters since 2016. The convictions have resulted in more than £1.1m in court fines and costs.
- A total of 901 PRS Properties have been improved as a consequence of their interventions, since January 2018.
- Brent Council is registered with, and a member of the Housing Ombudsman Service. We also contribute to the renters’ advice service: Advice 4 Renters, and enforcement officers give A4R’s advice leaflets to tenants when they visit. They also signpost tenants to A4R’s website, or SSP Law (solicitor firm contracted by Brent Council to advise tenants).

This despite the Council operating against a backdrop of prolonged austerity. We therefore also note:

- The average price paid for property in Brent in the last year stands at nearly half a million pounds. Thus it is no small wonder that the proportion of people renting privately has doubled since 2004; half of 18-35s, 1 in 4 families with children, and growing numbers of older people now live in privately rented homes [1].
- That most of England’s 11 million renters are on tenancies with fixed terms of six months or a year; after this period has ended, landlords can evict their tenants with just two months’ notice, without giving them a reason. These ‘no fault evictions’ were introduced under Section 21 of the 1988 Housing Act; before this, renters had much greater security and it was difficult for landlords to evict tenants who paid the rent on time and looked after the property.

- Evictions are the number one cause of homelessness with 80% of evictions on no-fault grounds, and 63% of private renters who were forced to move in 2016 evicted not due to any fault of their own but because the landlord wanted to sell or use the property [2,3,4].
- The recent Guardian and ITV investigation into rogue landlords operating in Brent, and note how a number of these criminals wilfully exploit loopholes within existing legislation.
- The Government has been forced into a U-turn after a Guardian and ITV News investigation revealed that not a single name had been entered into the government's new rogue landlord database system in more than six months since its launch – and that even when landlords' names were listed, the public would not be allowed to see them. [5]
- The London Mayor's online "[rogue landlord checker](#)" is available to all Londoners and has received more than 1,000 entries from local authorities.
- That Karen Buck MP's private members bill on "Homes (fitness for human habitation)", which seeks to require that residential rented accommodation is provided and maintained in a state of fitness for human habitation. We also welcome the progress of the tenants' fees bill through Parliament.

This Council believes:

- That housing is intrinsically linked to poverty and life chances. Children need secure homes from which to excel in their schooling. Adults need a secure home in order to work, flourish, and take part in society to their fullest potential.
- Landlord licensing is not fit for purpose until universally implemented, and the problem of rogue landlords is far-reaching beyond borough boundaries. We need an effective scheme, local authorities that are properly resourced and improved tenants' rights. A national regulatory framework would ensure consistent regulation for all landlords across the country and stop the rogues from switching local authorities.
- To fix this broken system, we need a complete rebalancing of the power relationship between landlords and tenants. The underlying issues of the housing crisis will only be solved by the construction of social and genuinely affordable housing on an unprecedented scale, with legislative teeth to punish rogue landlords.
- Mass homelessness is a national disgrace, and removing its leading causes should be a priority.
- Alongside tackling homelessness, abolishing Section 21 no-fault evictions would help to make renting more secure, improve standards, increase tenant confidence and ultimately contribute towards making renting a viable long-term alternative to home ownership or social rent for the millions who currently cannot access either.
- Renters Unions would make it easier for tenants to defend their rights, and for existing unions like the London Renters Union to defend their members.

This Council resolves:

- To support the abolition of Section 21 no fault evictions.
- To intervene to suspend Section 21 notices when private rented homes fail physical inspection.

- To call for the tightening of legislation so landlords can't use property agents to hop from borough to borough.
- To support new renters' unions to allow renters to organise and defend their rights, and to make the housing market fairer."

12. Questions from the Opposition and other Non-Cabinet Members

Before moving on to consider the questions submitted by non-Cabinet members, the Mayor reminded Members that a total of 30 minutes had been set aside to deal with this item which would begin with consideration of the written questions submitted in advance of the meeting along with any supplementary question. Once these had been dealt with, the remaining time available would then be opened up for any other non-Cabinet members to question Cabinet Members (without the need for advance notice) on matters relating to their portfolio.

The Mayor advised that four written questions had been submitted in advance for response by the relevant Cabinet Member. The written responses supplied had been circulated with the Council agenda. The following supplementary questions were then received:

12.1 Cllr Stephens thanked Councillor Tatler (Lead Member for Regeneration, Highways & Planning) for the response which he had been encouraged to note included a commitment to the issue being raised as part of the consultation response on the Local Implementation Plan (LIP3). Given the concerns raised regarding the frequency of rail services being provided by the current transport provider from Sudbury and Harrow Road Station he asked the Lead Member if she would be willing to support continued lobbying (working with ward councillors and the Sudbury Town Residents Association), as part of the upcoming franchise renewal, in order to secure a more regular service from the station.

In response, Councillor Tatler advised that she fully supported the concerns raised regarding the current level of service available, given the attempts being made to encourage greater use of public transport and less reliance on cars and confirmed she would be willing to support ward councillors and the local Residents Association in raising this issue as part of the consultation process on the franchise review. In addition, Councillor Tatler advised that the matter had been raised at the Public Transport Forum held earlier in the day who also shared the concerns raised and would be seeking to take these forward.

12.2 Having thanked Councillor Tatler for her response, Councillor Hector asked the Lead Member if it would be possible for the Council to provide clearer information and guidance for local residents about how they could request or seek to influence/support decisions regarding the installation or removal of street furniture. As background in support of the question she highlighted the experience of local residents in her ward who were seeking the installation of bike hangers at various locations and also those who were seeking the removal of benches in the Hazel Road area due to associated problems of anti-social behaviour.

In response Councillor Tatler (Lead Member for Regeneration, Highways & Planning) advised that the Highways Team when considering the redesign of any street scene provision would include considerations around decluttering. Recent examples of improvements made following consultation with local residents and businesses, included changes made to the street scene on the High Street in Kingsbury. In terms of the supplementary question, Councillor Tatler advised she would be willing to undertake further discussions with ward councillors from Kensal Green on the changes being sought in their area and if necessary provide a more detailed written response once these had taken place.

12.3 As Councillor Colacicco had submitted her apologies for absence no supplementary question was asked in relation to her question on the promotion of sustainable construction methods and green technology in new homes.

12.4 Having noted the written response provided to his question, Councillor Colwill asked Councillor Tatler (Lead Member for Regeneration, Highways and Planning) if it would be possible to provide a clear date as to when the repairs to the damaged pavements and potholes would be undertaken.

In response, Councillor Tatler (Lead Member for Regeneration, Highways and Planning) advised that a programme of winter repair works had been developed and was now in the process of being delivered, details of which she would share with Councillor Colwill. In addition Councillor Tatler took the opportunity to report that the Council had also been successful in securing additional funding of £600k from the Government to support the programme of repairs, which there was a requirement to have implemented by March 2019.

The Mayor thanked Members for their supplementary questions and Cabinet Members for the responses provided and then advised that the remainder of time available would be used for an open question time session to the Leader and Cabinet. The following issues were raised and responses provided:

(i) Highlighting concerns regarding the impact on staff as a result of the Academisation process at Village School, Councillor Chan sought confirmation of the Cabinet's position in relation to opposing the policy on Academisation and support for teachers in their ongoing opposition to the process at Village School also highlighting concerns raised by the ESFA regarding the funding of the Woodfield -Village Multi Academy Trust.

In response, Councillor Agha (Lead Member for Schools, Employment and Skills) advised that as the decision on whether to seek Academy status was reserved for the Governing Body at each school he did not feel it was appropriate to intervene in the process at individual schools. He had, however, recently visited the Village school and met with the headteacher, which had resulted in a number of other issues being identified that he confirmed he had offered the Council's support in seeking to address.

(i) Councillor Kabir sought details on the contingency measures in place to ensure the continuation of social care for those adults whose care packages

were currently being delivered by Allied Healthcare, given ongoing concerns regarding the company's financial position.

In response, Councillor Farah (Lead Member for Adult Social Care) began by reassuring Members that the concerns raised had not related to the quality of care being provided by Allied Healthcare and were instead focussed on their overall financial sustainability. There were currently 94 individuals for whom Allied Healthcare were commissioned to provide care packages within Brent (84 through the Council, 4 self-funded and 6 funded through Brent Clinical Commissioning Group). Given the concerns regarding their ongoing financial viability, the Council would be implementing a robust contingency plan designed to ensure that should the company cease trading there would be a very low risk of any disruption to the ongoing provision of care.

- (ii) Councillor Nerva asked whether it would be possible for the Council to consider the potential introduction of a community toilet facility scheme along with free access to water fountains as part of plans to promote and support local high streets and businesses, highlighting examples of similar schemes operating in Camden, Lewisham and the City of London.

In responding to the question, Councillor Tatler (Lead Member for Regeneration, Highways & Planning) outlined the significant work being undertaken to reinvigorate and support Town Centres across the borough being led by the Town Centre Managers. Referring to the specific examples provided she advised that she would be willing to look at alternative schemes or initiatives that may support this process.

- (iii) Councillor Kelcher, highlighting a specific traffic management issues affecting residents in Kensal Green ward, asked whether it would be possible to apply an amnesty in relation to penalty charge notices issued for vehicles making a prohibited right turn from Harvest Road into Chamberlain Road, given problems experienced with illumination of the "No Right Turn" warning sign.

Whilst not able to provide any commitment in terms of an amnesty, Councillor Krupa Sheth (Lead Member for Environment) advised she would be willing to look at the specific issue highlighted in order to come back with a response.

- (iv) Highlighting the UKs legacy in accepting and offering safe passage for refugees including children, Councillor Hassan asked if the Council would consider supporting participation in the "It's our Turn" campaign being run by Safe Passage.

In response, Councillor Mili Patel (Lead Member for Children's Safeguarding, Early Help and Social Care) advised that the Council's approach would usually be to accept any child under 18 presenting themselves as a refugee. Having spoken at previous meetings on support available, she urged any Members to let her know about specific cases causing concern.

- (vi) Councillor Ethapemi asked if the Lead Member for Adult Social Care had been made aware of any proposals for the potential closure of up to four or five GP practices across the borough and, if so, whether this could be linked in any

way to the recent CQC inspection of the London North West University Healthcare NHS Trust.

In response, Councillor Farah (Lead Member for Adult Social Care) advised that the commissioning of GP practices would usually be a matter within the remit of Brent Clinical Commissioning Group (CCG). Whilst he had been made aware of proposals for the closure of one practice, the chair of Brent CCG had not highlighted any further planned closures. He therefore asked Councillor Ethapemi if he could provide details on which he would be willing to seek an update from the CCG.

- (vii) Councillor Kennelly, highlighting concerns regarding the limited publicity and consultation undertaken by Transport for London on planned alterations to the 223 bus service asked if the Council would be willing to support the local campaign against the planned changes.

Councillor Tatler (Lead Member for Regeneration, Highways and Planning) highlighting her discussions with TfL regarding various bus routes across the borough, advised that she would be willing to include these concerns as part of her ongoing dialogue. As part of more general discussions due to shortly be undertaken with TfL, she had already planned to highlight the wider concerns expressed regarding a lack of visible public consultation on changes to bus services so would also include the comments highlighted by Councillor Kennelly as a further example.

- (viii) Councillor Ketan Sheth referring to a recent Court of Appeal decision in relation to the location of ATMs and their impact on business rates asked if it would be possible for an update to be provided in relation to the potential financial effect on Brent.

In response, Councillor McLennan (Deputy Leader) advised that she would provide a detailed response on the potential impact of this ruling after the meeting as officers were currently in the process of considering the Council's position.

- (ix) Referring to the Brent Connects webpage, Councillor Long asked if it would be possible to ensure the content and minutes available from previous meetings were regularly updated as the current content was out of date.

In response, Councillor McLennan (Deputy Leader) advised that she would ensure these comments were referred back to the relevant officers for action.

- (x) Having advised of a further issue, Councillor Long then moved on to highlight problems being caused for residents in Willesden Green as a result of burst water mains in the area and asked if these issues could be raised on behalf of local residents direct with Thames Water.

In response, Councillor Tatler (Lead Member for Regeneration, Highways and Planning) advised that she would be willing to raise these issues as part of her planned programme of meetings with utilities companies and come back with a written response.

- (xi) Councillor Kennelly, referring to a recent community consultation event on proposals for development of the Preston Community Centre highlighted concerns raised by local residents at the lack of information that had subsequently been provided clarifying funding for the proposed scheme and the way in which concerns regarding congestion and pollution were planned to be addressed. Given the sensitivity of the proposed scheme he felt that a more proactive approach was required by the Council in addressing the issues raised and asked if an update could be provided on development of the proposals.

In response, Councillor Hirani (Lead Member for Public Health, Culture & Leisure) advised that the scheme was a joint regeneration project that would also impact on Preston Community Library. As part of a proactive consultation process with local residents an open day at been held at the Centre in order to seek views on the proposed development. The event had been well attended with feedback received on many aspects including parking and congestion. The feedback received was currently being reviewed in advance of a revised plan being issued and this was the current status of the development proposals with no progression made in terms of the formal planning process.

- (xii) Councillor Donnelly-Jackson sought an update on action being taken to review and address concerns regarding the safety and structure of shop frontages in the Willesden Green area.

As the matter raised cut across two different portfolios, the Mayor firstly invited Councillor Tatler (Lead Member for Regeneration, Highways and Planning) to respond who highlighted the current priority being given to shop frontages by Town Centre Managers including along Willesden High Road. This work was supported by Statutory Planning Guidance and where necessary Planning Enforcement action, as evidenced by recent activity in the Neasden area involving premises owners who were not properly maintaining the frontages of their shops.

Councillor Miller (Lead Member for Community Safety) was then invited to comment, who highlighted the recent visit he had undertaken with the Planning Enforcement Team to survey the frontages of shop premises along Willesden High Road in need of maintenance. The results were currently being reviewed by the Planning Enforcement Team to identify any follow up action required with the team willing to undertake similar reviews in other areas, if requested.

- (xiii) Councillor Choudhary took the opportunity to highlight a number of concerns relating to the state of repair of local roads and the traffic management plan for event days around Wembley Stadium, given the impact of increased traffic and congestion for local residents in the Wembley and Neasden area.

In response, Councillor Tatler (Lead Member for Regeneration, Highways & Planning) outlined how the Council's Highways Team were working with the Stadium's Safety Advisory Group in order to anticipate, review and manage traffic plans for Stadium events. She assured Members that whilst regarding the Stadium as an asset, the Council was committed to managing its impact in

relation to traffic flow, access and parking for local residents and would therefore ensure the concerns raised were fed through to the Advisory Group.

In terms of repairs to local roads, Councillor Tatler advised that she would be willing to review the locations raised if Councillor Choudhary was able to provide further details and also highlighted the additional funding secured by the Council towards a more proactive programme of winter maintenance work that was shortly due to commence.

- (xiv) Councillor Daly highlighting concerns regarding the disruption, pollution and noise being caused for local residents living adjacent to the current bus terminus on the No. 245 and 18 bus routes was keen to explore what action the Council might be able to take in order to encourage the Mayor for London to prioritise the upgrade of vehicles on these routes for diesel to electric as soon as possible.

In response, Councillor Tatler (Lead Member for Regeneration, Highways and Planning) advised of the work being undertaken through the Public Transport Forum to review bus services across the borough, In terms of the specific concerns raised she advised these would be fed back to TfL in order to see what action could be taken to prioritise any change in the fleet operating on these routes and at the locations identified and would come back to advise of any response once received.

At this stage in proceedings the Mayor advised that the time available for the open session had now expired and ended by thanking all Members for their contributions.

13. **Report from Chairs of Scrutiny Committees**

Before being presented with the updates from each Scrutiny Chair, the Mayor reminded Members that the time set aside for this item was now 20 minutes, with each Chair having up to three minutes in which to highlight any significant issues arising from the work of their Committees on which they would like the relevant Cabinet Member to respond. Once these updates had been provided, the remaining time available would then be opened up for any other non-Cabinet members to question (without the need for advance notice) the Scrutiny Chairs on matters relating to the work of their Committees.

The following updates were provided by each of the Scrutiny Chairs:

13.1 **Community & Wellbeing Scrutiny Committee**

Councillor Ketan Sheth introduced the report from his Committee, with the following issues identified for response by the relevant Lead Members:

- a. Given the recent review undertaken by the Committee in relation to the Annual Reports from the Safeguarding Adults and Safeguarding Children Boards further details were requested on the impact of the legislative changes being introduced to the future structure of safeguarding arrangements for children in terms of:
 - what improvements the new system had been designed to deliver;

- the role of the current independent chair under the new arrangements and any change in funding formula; and
- how the new arrangements had been designed to mitigate the negative impact of poverty on children and their families.

Councillor Mili Patel (responding as Lead Member for Children's Safeguarding, Early Help and Social Care) advised that she would provide a detailed written response on the first two bullet points raised. In relation to poverty, she highlighted the complex and varied nature of the issues needing to be addressed and additional impact likely to be caused by the roll out of Universal Credit. The Council was, however, continually looking to review provision and support available in order to mitigate the issues in relation to children as far as possible.

- Moving on to then focus on Adult Safeguarding arrangements, details were sought on how effective the arrangements for monitoring the quality of care providers were felt to be.

In response, Councillor Farah (Lead Member for Adult Social Care) assured the Chair that he was confident with the current quality of monitoring being undertaken, which was led through an independent review process involving the Care Quality Commission.

13.2 Housing Scrutiny Committee

Councillor Long introduced the report from her Committee, and began by highlighting that amongst the items to be considered at their next meeting, the Committee would be reviewing:

- the proposed change to the Housing Allocation Policy, currently on consultation involving provision for residents in Temporary Accommodation within Regeneration Areas;
- the impact of changes to administration of the Selective Landlord Licensing fee.

The following were then raised as issues for response by the relevant Lead Member in relation to the work of the Committee:

- reassurance was sought that as part of the award of the interim contract for provision of tenancy advice there would be a requirement for the new provider to ensure the necessary equipment was available to support the gathering of evidence for use in legal proceedings.

Councillor Southwood (responding as Lead Member for Housing and Welfare Reform) advised Members that as part of the change in contract provision she would ensure the opportunity was taken to review the quality of support available, including the type of facilities to support any evidence gathering process. Councillor Southwood also took the opportunity to assure Members that the change in arrangements for administration of the selective landlord licensing fee whilst affecting cash flow would have no impact on the overall level of income available to support ongoing enforcement activity.

- b. Whilst the Committee was due, at their next meeting, to receive an update on the response to their review on fire safety in low rise properties the Chair advised that she had been disappointed with the focus to date on only Council housing stock. Clarification was also sought on proposals she understood were now being developed for a programme of fire sprinkler installations in Council high rise blocks, which had not been referred to in the update provided for the Committee.

In response, Councillor Southwood (Lead Member for Housing & Welfare Reform) advised that reference to the programme for installation of fire sprinkler systems had not been included in the latest update provided for the Committee, given their focus on low rise properties. In terms of the sprinkler installation programme, she confirmed this had been included as part of the £10m package of Capital funding pledged for refurbishment works to high rise blocks across the borough. She advised that further details on the programme and timescales could be provided in writing for all members of the Committee.

13.3 Resources and Public Realm Scrutiny Committee

Councillor Kelcher (as Chair of the Scrutiny Committee) introduced the report from his Committee with the following issues identified for response by the relevant Lead Members.

Referring to the start of the budget scrutiny process, Councillor Kelcher highlighted the progress made to date by the Scrutiny Task Group established to undertake the review. The Task Group's initial report was due to be presented to the Resources and Public Realm Committee in January 19 prior to being finalised for consideration as part of the final budget setting process in February. In terms of issues identified to date through the review process, the following items were raised for response by the relevant Lead Member:

- Having recognised that the budget consultation proposals included a number of policy driven as well as cost reduction proposals feedback was sought on the suggestion made that these proposals be more clearly categorised to assist understanding around the options being presented for consultation.

Responding to the issue raised, Councillor McLennan (Deputy Leader) advised that she also recognised the benefits of the suggestion and would be willing to consider the proposal as part of the development of the consultation process. At the same time, she felt it important to recognise the improvements made to the consultation process and communication with local residents on the budget involving a range of different approaches and events.

- Moving on to refer in more detail to the budget consultation proposals, Councillor Kelcher then highlighted the overall level of savings required (totalling £20m). Whilst savings proposals of £26m had been identified within the budget consultation document £6m of these had been included in the list of those with the "most severe" impact and he therefore queried the scope for genuine consultation on these proposals.

In response, Councillor McLennan (Deputy Leader) advised that care was being taken not to prejudge the outcome of what she felt to be a genuine consultation process. As an example, she pointed out that comments had been received in support of proposals with the most severe impacts and against those identified with less impact, with no final decisions having been made on final options pending the outcome of the consultation process.

The Mayor thanked each of the Scrutiny Chairs for their updates and it was **RESOLVED** that the content of each of their reports be noted.

Following the updates provided, the Mayor advised that the remainder of time available would be open for questions from non-cabinet members to the Scrutiny Chairs. In opening this item, the Mayor reminded Members of the guidance recently issued and of the need to ensure that questions raised were focussed on the updates provided or work being undertaken by each Committee.

As a result of the update provided in relation to the review of the budget being undertaken by the Budget Scrutiny Task Group the following questions were raised and responses provided:

- (i) Councillor Ethapemi highlighted concerns regarding the funding and programme of street cleansing activities, which he felt also required review.

Whilst responsibility for the provision and funding of street cleansing services were matters that fell within the remit of the relevant Lead Member, Councillor Kelcher advised that the Resources & Public Realm Scrutiny Committee had regularly been involved in reviewing environmental issues including street cleansing with, as an example, their next meeting due to consider how environmental issues were tackled on private sector and non-council owned land. The next session of the Scrutiny Budget Task Group had also been set aside to focus on environmental proposals so he would ensure the concerns highlighted were fed through as part of this process.

- (ii) Referring to the recent announcement by the Government of additional funding being made available for Adult Social Care, Councillor Choudhary sought details (linked to the budget consultation process) on how it was proposed the proportion of funding allocated to Brent would be used to support Adult Social Care provision.

Referring to the guidance provided by the Mayor at the start of the open question session, Councillor Ketan Sheth advised that as this was a matter that fell within the Executive's remit it would be an issue on which the Lead Member would need to respond. As a general principle he reminded members that each Committee had their own scrutiny work programme and if members had items they would like to recommend for review he would welcome them attending any meeting to discuss.

- (iii) Highlighting the extent of work being undertaken by each Scrutiny Committee and the budget proposal to reduce the number of Committee's by one, Councillor Nerva highlighted what he felt to be the importance of ensuring all Members were involved in discussions on the future structure and effective operation of the scrutiny function from 2019/20 onwards.

In response, Councillor Long highlighted what she felt was a need to consider how scrutiny was currently operating within Brent as part of the review of any proposed change, with Councillor Kelcher also supporting the need for full member engagement in the development of any final proposal.

- (iv) As a final issue, Councillor Chan highlighted what he felt was a need to ensure, as an outcome of the budget consultation process, that detailed equality impact assessments were provided for all savings proposals being considered.

In response, Councillor Kelcher advised that he understood these were being provided as part of the ongoing consultation process.

As no further questions were raised, the Mayor advised he would move on to the next item and thanked all Members for their contributions.

14. **Report from the Vice-Chair of the Audit and Standards Advisory Committee**

The Mayor invited Councillor Choudry (as Vice-Chair of the Audit & Standards Advisory Committee) to introduce his report updating members on the work of the Audit & Standards Advisory Committee.

As part of the report, Councillor Choudry updated Members on the successful outcome of two recent counter fraud cases.

Whilst pointing out that it was not unusual for organisations as large and complex as the Council to experience various types of fraud and not being complacent, he was keen to once again reassure Members about the robust nature of the Council's anti-fraud and corruption strategy and work being undertaken by the Internal Audit function to combat fraud and ensure the necessary controls were in place, which he advised he would also continue to work closely with the Chief Finance Officer in supporting.

As a final issue, Councillor Choudry highlighted the ongoing efforts being made to recruit to recent vacancies in the Internal Audit staffing structure, which he was confident would be resolved shortly.

The Mayor thanked Councillor Choudry for his update and it was **RESOLVED** that the content of the report be noted.

15. **Changes to the Constitution**

Councillor Margaret McLennan (as Deputy Leader) introduced the report from the Director of Legal and HR Services which she advised proposed a number of changes to the Constitution.

As no other members indicated they wanted to speak on the report, the Mayor put the recommendations to the vote by a show of hands and they were declared **CARRIED**.

It was therefore **RESOLVED**:

- (1) To approve the following changes to the Constitution as set out in the report and appendices, with the changes in relation to the procedure for dealing with Motions becoming effective with immediate effect:
 - (a) Terms of Reference for the North West London Joint Health Overview & Scrutiny Committee (Appendix 1);
 - (b) Members Allowance Scheme – Dependent Carers’ Allowance (Appendix 2);
 - (c) Property Scheme of Delegation (Appendix 3);
 - (d) Standing Order 41 – Motions (Appendix 4); and
 - (e) Standing Order 15 – Developing proposals for the budget and capital programme (Appendix 5).
- (2) To authorise the Director of Legal and HR Services to amend the Constitution accordingly, including the making of any necessary incidental or consequential changes;
- (3) To note, to the extent that the changes relate to executive functions of the Council, they have been approved by the Leader.

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

Councillor Tom Miller (Cabinet Member for Stronger Communities) introduced the report from the Strategic Director of Regeneration and Environment seeking approval of the revised Statement of Gambling Principles 2019-2022 following its consideration and referral by Cabinet on 12 November 18.

Introducing the report, he highlighted that the Statement was intended to set out the Council’s (as Licensing Authority) policy for dealing with applications and regulating gambling premises within the Borough. As required under the Gambling Act 2005 the Statement had been subject to a three year review, with the outcome of the consultation process detailed within Appendix 2 of the report. Whilst comments received from representatives of the gambling industry as part of the consultation had been critical of the reference within the Executive Summary to the potential harm and costs associated with gambling, he felt these had been justified in terms of the restrictions on the Council being able to set its own policy. The comments, he felt, had provided a wider context to the Council’s policy whilst still adhering to the regulations and Gambling Commission’s Guidance.

Councillor Miller felt that Council’s needed to be given more flexibility in setting their policy around the licensing and regulation of gambling premises, especially where there were concerns relating to anti-social behaviour, minors or public health but advised he was supportive of the Government’s recent U-turn in respect of the policy on fixed odd betting terminals.

Subject to members approving the revised Statement, he advised the Statement would then be published for a final four week period of public inspection.

The Mayor then invited opened up the debate for other members to speak on the report.

Councillor Kelcher, whilst not opposed to the approach outlined, felt there was also a need to consider the disparity in the way gambling on the high street was treated when compared to premises, for example, selling alcohol when problems were experienced. Whilst the policy was focussed around gambling operators on the high street he felt there were similar, if not more, issues needing to be tackled from a public health perspective in relation to advertising and online gambling.

Councillor Choudhary, whilst also supportive of the revised Statement, highlighted the need to ensure consistent enforcement of the policy in relation to the three objectives of the Gambling Act 2005, as detailed within section 3.7 of the report.

As a final comment, Councillor Nerva felt it would be helpful if the Council had the power to seek financial contributions, in a similar way to the operation of s106 agreements within planning, from gambling operators seeking a licence as a contribution towards related public health work and felt lobbying of the Government would be required to ensure the necessary legislative changes were made.

As no other Members indicated they wished to speak, the Mayor then invited Councillor Miller to sum up and close the debate. Thanking Members for their contributions he began by highlighting a need to recognise the clear distinction between Licensing and Planning powers. Whilst these did not currently include the ability for Licensing Authorities to levy a surcharge in relation to gambling applications this was something he felt the Government should consider enabling Councils to utilise as an option, if required. Referring to enforcement, he highlighted the more extensive powers available in relation to regulating the sale of alcohol on which he advised members a further policy review was also planned. In terms of the focus relating to on-line gambling he highlighted the difficulties in individual Licensing Authorities being able to regulate on-line provision compared to local high street gambling operators where problems relating to anti-social behaviour, street drinking and minors were more readily identifiable. Nevertheless he recognised the important role the Council had in relation to public health and in tackling issues related to the risk of gambling related harm, which was a key issue the revised Statement had been designed to address and on which further discussions around wider preventative action would continue within Cabinet.

The Mayor then put the recommendations to the vote by a show of hands and they were unanimously **CARRIED**.

It was therefore **RESOLVED** to approve the revised Statement of Gambling Principles 2019-2022 as detailed within Appendix 1 of the report.

17. **Implications of Brexit**

Councillor McLennan (Deputy Leader) introduced the report from the Director of Performance, Policy and Partnerships which she advised provided an overview of the implications arising from the UK's departure from the European Union (EU) assessed at both a national and borough wide level. Whilst the report had provided a detailed assessment of the impact arising from the current position it was recognised that there were still many uncertainties regarding the final deal and its associated impact. These would continue to be kept under review, with Councillor McLennan taking the opportunity to highlight that despite the uncertainty Brent still remained open for business and welcoming to all communities.

The Mayor then opened up the debate for other members to speak on the report, with Councillor Choudhary referring to the potential impact identified on Council services should significant numbers of European residents currently residing in the Borough decide to leave.

Councillor Kelcher, highlighting his support for a People's Vote, felt it was important to recognise the clear impact it was now possible to identify in relation to the economic implications arising from Brexit and on future generations in terms of seeking an end to austerity. Given there appeared to be no political consensus on the way forward in terms of the current deal and way in which the campaign on the original Referendum had been conducted (both in terms of information provide and funding) he felt it was now acceptable to seek a second vote particularly given the impact of the final decision on future generations to come.

Also speaking in support of a People's Vote, Councillor Shahzad highlighted what he felt to be the significant economic difficulties arising from Brexit both national and more locally on businesses and in the ongoing attempts to tackle poverty across the borough. The views expressed by Councillors Kelcher and Shahzad were also supported by Councillor Ethapemi who, highlighting the lack of support from all sides for the current deal, misinformation provided as part of the original campaign and non-static nature of democracy felt the logical position would be to seek another vote on the final deal including the option to remain.

In terms of a People's Vote, Councillor Kansagra felt it was important to recognise that the decision to leave the EU had been taken with it now being a matter for Parliament to agree on the terms of any final deal. Whilst there was a need to prepare for a range of options he was of the view that Brexit would end up having relatively little impact on EU citizens currently being able to remain in the UK and on employment.

Councillor Perrin felt there was a need for a fundamental review of the way the EU operated and was of the opinion that a change of Government was needed rather than a People's Vote in order to seek a better deal that would enable the required changes to be made to both the current Brexit deal and EU in general.

As a final contribution, Councillor Maurice felt that the Government had looked to secure the best deal possible that would honour the results of the Referendum whilst securing the rights of EU citizens already residing in the UK. As with the Deputy Leader he was keen to ensure Brent was seen as being open for business to all. At the same time he felt there was a need to recognise the original basis on which the UK had joined the EU as a means of accessing the common market and not as part of a United States of Europe. He also supported the need for change in terms of the way the EU currently operated but whilst recognising the uncertainties he felt that the future economic predications were not as clear as those opposing Brexit believed. On this basis he also opposed the principle of a People's Vote, regarding such a move as undemocratic given the outcome of the original Referendum.

As no other Members indicated they wished to speak, the Mayor then invited Councillor McLennan to sum up and close the debate. Thanking members for their contributions, Councillor McLennan advised she was keen to encourage all views to

be heard as part of the debate and assured members that the Council would continue to monitor and assess the impact of any final deal as preparation for the UK leaving the EU were progressed.

As an outcome of the debate it was then **RESOLVED** to formally note the content of the report.

18. **Motions**

18.1 Motion from the Labour Group – People’s Vote

The Mayor invited Councillor Nerva to move the motion he had submitted on behalf of the Labour Group who began by highlighting, in respect of the 22% of residents currently living in Brent that were EU citizens, how they were regarded by the Council as community makers and not “queue jumpers”. Having reminded members of the background to the original Referendum he felt the biggest challenge remained tackling austerity which Brexit would only make worse. Given that Brent had voted to remain at the original Referendum and that recent research had demonstrated the extent to which a majority of individuals were expected to be worse off financial as a result of Brexit he felt there was a need to demonstrate true leadership in the form of support for a People’s Vote, including remain as an option in order to allow reform from within.

Before moving on to open up the debate, the Mayor reminded Members of the procedure now in operation for Motions as a result of the changes agreed earlier to Standing Orders. A total of 30 minutes was now set aside for dealing with Motions, based on a total of 10 minutes being allocated for debate on each of the three motions received. Within this time, once each Motion had been moved the debate would be opened up for any other Members to speak for which they would each have up to 2 minutes prior to any right of reply. The Mayor then invited other Members to speak on the motion, with the following contributions received.

Councillor Daly, in seconding the motion, made reference to a quote from Tony Blair in 1998 relating to signing of the Good Friday Agreement and to the significance of the peace delivered as a result, which she felt was now at risk as a result of Brexit. Given the greater understanding around the impact of Brexit not only economically, but also in terms of the Union, local communities and on relationships with neighbouring countries she felt people deserved to be given an opportunity to pause and to think again and was therefore supportive of the motion and call for a People’s Vote.

In terms of other contributions, Councillor Naheerathan highlighted a need to consider the impact of the current process on the rights of those EU citizens currently living in the UK whilst Councillor Colwill felt it important to recognise that the overall majority of those who had voted in the Referendum had chosen to leave with the result needing to be honoured.

In view of the remaining time available, the Mayor then invited Councillor Nerva to exercise his right of reply who thanked Members for their contributions and responded by highlighting what he felt had been the cry for help from many communities seeking relief from the impact of austerity, which the vote for Brexit had represented. Given the implications of Brexit were now much clearer than they

had been at the time of the original Referendum he felt people deserved the chance to reconsider the position and therefore commended the motion for approval.

The Mayor then put the motion (as set out below) to a vote, by show of hands, which was declared **CARRIED**:

“This Council notes:

- It is now twenty-eight months since the referendum in which 72,523 Brent residents voted by a clear majority, to maintain the current benefits Britons enjoy, by staying in the European Union.
- In the months since, the “Vote Leave” campaign has been fined by the Electoral Commission, and, the Chancellor has conceded that leaving the EU without a deal would blast an £80bn black hole in the creaking public finances.
- Those that voted to leave, did not vote to be poorer. But it is some of our poorest residents that will be hardest hit; with a squeeze in living standards brought on by increased inflation and the depreciation of the pound.
- That, despite promises to the contrary, Government engagement of local political leaders has been virtually non-existent.
- That the London Assembly, the neighbouring boroughs of Camden, Ealing, Hammersmith and Fulham have all passed motions that back a “People’s Vote” on the final deal and an option to stay within the European Union.

This Council believes:

- That Brent is better off together. And put simply, we are a global borough, united in opposition to any form of Brexit that has deleterious effects on our residents.
- That leaving the EU will disproportionately impact Brent, not least because Brent has the second highest number of European residents in London. Moreover, many of the public services our residents rely upon, from their GP to their waste collection, are provided by dedicated European citizens.
- That any deal which undermines the principles of the hard-fought “Good Friday Agreement” should face wholesale rejection.
- It is evident that a calamitous Brexit will hurt all but the very richest, and that it will be our children, for the first time, poorer, less prosperous, with fewer opportunities than the generation before.

With this in mind, this Council resolves to:

- Voice its concern against any arrangement that damages the rights or prospects of EU nationals in this proudly diverse borough.
- Work with organisations representing EU nationals to help address the uncertainty that this careless Government has left in its wake.
- To liaise with local businesses, public sector partners, trade unions and our colleagues at the West London Alliance to ensure that Brent remains open for business throughout any transition period.
- Call upon Parliament to entrust the British people with a meaningful vote on the final deal; with options to remain in the European Union upon the ballot paper.”

18.2 Motion from the Conservative Group – Pavement Repairs

The Mayor invited Councillor Colwill to move the motion, submitted on behalf of the Conservative Group, who highlighted what he felt was a duty of care to local residents in terms of addressing the poor quality of repair of many pavements across the borough. As an action arising from the motion he advised Members he was seeking greater transparency in terms of the pavement repair programme and timescales.

The Mayor then invited other Members to speak on the motion, with the following contributions received.

Councillor Long highlighted support for the programme of tarmac rather than block paving being rolled out in parts of the borough.

Councillors Naheerathan and Mitchell Murray, whilst also raising concerns regarding the quality of repair of pavements in their wards advised they could not support the motion in principle given the pressure on funds available as a result of Government funding reductions and the practicality of producing a detailed timetable for the scheduling of all repairs.

Councillor Miller, opposing the motion, advised he was concerned that no indication had been included of costs associated with the proposal which he felt needed to be provided as part of any amendment or change in Council policy being sought.

Councillor Maurice advised that he would be supporting the motion, given what he felt to be the dangerous state of repair of many roads and pavements in the borough and potential implications should any serious injury or death be caused as a result.

Councillor Chan advised that whilst supportive of repairs being undertaken to damaged pavements he was concerned at the priority given to this issue by the Conservative Group when compared to the financial pressures being faced by many other local services such as police, fire and schools as a result of the Governments ongoing programme of austerity.

As no other members indicated they wished to speak, the Mayor then invited Councillor Colwill to exercise his right of reply. In summing up, Councillor Colwill felt sufficient funds were available to complete a programme of repair but felt this needed to be matched by a will to do so in terms of the Council's duty of care for its residents.

Prior to the Mayor then putting the motion to a vote, Councillor Colwill (in accordance with Standing Order 43 (c) and as Leader of the Conservative Group) requested a recorded vote. Having confirmed the request, the Chief Executive therefore undertook a recorded vote and on this being completed the motion (as set out below) was declared **LOST**.

“This Council calls upon the Executive to undertake to repair all of the pavements across the Borough within the next 12 months, in light of the increasing numbers of residents being admitted to hospital after tripping on poor quality pavements. Brent Council acknowledges that it has a duty of care to its residents, ensuring that the elderly can walk safely without fear of injury, that children can ride their bikes and scooters without being thrown off by rubbish quality pavements.

Brent Council Executive should also commit to opening its transparency, by placing online, the repair schedule for each and every pavement in Brent. The Council commits to ensuring that this schedule is easily accessible, and promoted on the Brent Council social media pages, so that all residents in Brent can hold their elected Council to account, and ensure they are delivering on the works they promised, on time, to schedule, and to budget.”

Voting on the above Motion was recorded as follows:

For the Motion (3)

Councillors Colwill, Kansagra and Maurice

Against the Motion (45)

Councillors Abdirazak, Aden, Agha, S.Butt, Chan, Chappell, Chohan, S.Choudhary, A.Choudry, Daly, Dar, Dixon, Donnelly-Jackson, Ethapemi, Farah, Gbajumo, Gill, Hassan, Hector, Hirani, Hylton, Kabir, Kelcher, Kennelly, Knight, Long, Mashari, McLeish, McLennan, Miller, Murray, Naheerathan, Nerva, M Patel, R Patel, Patterson, Perrin, Sangani, Shahzad, Ketan Sheth, Krupa Sheth, Southwood, Stephens, Tatler, Thakkar.

Abstentions to the Amendment (2)

Councillors Johnson and Mitchell Murray.

18.3 Motion from the Labour Group – Breaking Point

The Mayor then invited Councillor Patterson to move the second motion submitted on behalf of the Labour Group who began by highlighting what he felt to be the huge damage being caused to local services and Council budgets as a result of the Government’s programme of austerity. As a result of the significant reductions in Government funding, he pointed out that many Councils were now at breaking point with some of the most severe impact being experienced by the most vulnerable members of society – children at risk, disabled adults and the elderly. In terms of Brent, Government funding reductions had meant the Council had £177m less to invest in essential services with its schools having lost out on more than £6k per pupil in funding over the last decade, which equated to the loss of an entire academic year’s funding. With Council’s now faced by a further funding gap of £7.8b nationally by 2025 just to keep services standing still and meet additional demand he urged Members to support the motion seeking an end to austerity and in support of the “Breaking Point” campaign.

The Mayor then invited other Members to speak on the motion, with the following contributions received.

Councillor Chan in seconding the motion felt it was important to recognise the severity of the impact being created by austerity on education and schools highlighting the projected loss nationally of approx. £2.8b worth of funding in real terms in relation to education and schools budgets. Although the Government had recently announced an additional £500m funding for schools he felt that in real

terms this would have minimal impact on the difficulties being experienced by teachers, governors, parents and students in maintaining the level of services and support required. Given the background and damage being caused by the Government's programme of austerity he also urged all members to support the motion.

At this stage in proceedings, the Mayor advised that as the remaining time available for the meeting was shortly due to expire he would be moving the suspension of Standing Order 44 (Council Guillotine Procedure) in order to extend the time of the meeting by 2 minutes and enable the debate on the Motion to be concluded. In accordance with Standing Order 42 (d) the procedural motion was put to the vote without further discussion and **AGREED**.

As a final contribution to the debate Councillor Kansagra was then invited to speak by the Mayor, who felt it important to highlight the increased levels of funding being provided by the Government on education and impact this was having in raising standards and levels of attainment. From his perspective the issue needing to be addressed related to the decisions being made about how the funding available was being prioritised and allocated rather than the levels being received. For these reasons he advised the Conservative Group would not be supporting the motion.

The Mayor then invited Councillor Patterson to close the debate. As Councillor Patterson advised he had no further comments to make in exercising his right of reply the Mayor then put the motion (as set out below) to a vote, by show of hands, which was declared **CARRIED**:

“This Council notes that many council budgets are now at Breaking Point. Austerity has caused huge damage to communities up and down the UK, with devastating effects on key public services that protect the most defenceless in society – children at risk, disabled adults and vulnerable older people – and the services we all rely on, like clean streets, libraries, and the teachers in our schools.

- Government cuts mean that Brent has £177m less to invest in essential and much loved public services than under the last Labour government in 2010;
- With an aging population and growing demand adult social care faces a gap of £3.5 billion – with only 14% of council staff now confident that vulnerable local residents are safe and cared for;
- Government cuts have seen local authorities left with impossible choices, and 80% of council staff now say they have no confidence in the future of local services;
- Brent schools will have lost out on more than £6k per pupil over the last decade, equating to a loss of an entire academic year's funding;
- Northamptonshire has already gone bust due to Tory incompetence at both national and local level, and more councils are predicted to collapse without immediate emergency funding;
- Councils now face a further funding gap of £7.8 billion by 2025 just to keep services 'standing still' and meeting additional demand. Even [Lord Gary Porter](#), the Conservative Chair of the Local Government Association, has said 'Councils can no longer be expected to run our vital local services on a shoestring'.

This Council condemns Chief Secretary to the Treasury Liz Truss MP for stating on BBC Newsnight on 1st October 2018 that the government is “not making cuts to local authorities”, when all independent assessments of government spending show that this is entirely false; and that this Council further notes that Prime Minister Theresa May has also claimed that “austerity is over” despite planning a further £1.3bn of cuts to council budgets over the next year.

This Council agrees with the aims of the ‘Breaking Point’ petition signed by Brent Labour councillors, in calling for the Prime Minister and Chancellor to truly end austerity in Local Government by:

- Using the Budget to reverse next years planned £1.3bn cut to council budgets; and
- Pledging to use the Spending Review to restore council funding to 2010 levels over the next four years.

This Council resolves to:

- Support the ‘Breaking Point’ campaign, recognising the devastating impact that austerity has had on our local community.
- Ask the Leader of the Council to write to the Chancellor of the Exchequer and the Secretary of State for Housing, Communities and Local Government setting out the funding pressures faced by Brent Council, and calling on the Government to truly end austerity in Local Government.”

19. **Urgent Business**

The Mayor advised Members there were no urgent items of business for consideration. Before closing the meeting he took the opportunity (as the final Full Council meeting before the Christmas holiday period) to wish all Members a Merry Christmas and Happy New Year.

The meeting was declared closed at 9:02pm

COUNCILLOR ARSHAD MAHMOOD
Mayor

	<p align="center">Full Council 25 February 2019</p>
	<p align="center">Report from the Chief Finance Officer</p>
<p>Budget and Council Tax 2019/20 and 2020/21</p>	

Wards Affected:	All
Key or Non-Key Decision:	N/A
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:	13 – as detailed in list attached to the report.
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	<p>Conrad Hall Chief Finance Officer Email: conrad.hall@brent.gov.uk Tel: 020 8937 6528</p> <p>Ravinder Jassar Head of Finance Email: ravinder.jassar@brent.gov.uk Tel: 020 8937 1487</p>

1.0 Purpose of the Report

- 1.1 The purpose of this report is to set out the Council's budget proposals for 2019/20 and business plans for 2020/21. It also sets out the results of the consultation, scrutiny and equalities processes. The report also sets out the overall financial position facing the Council for the next four years and highlights the significant risks, issues and uncertainties.
- 1.2 The council published its draft budget on 15 October 2018. At that time the realistic estimate was that savings of £40m would be required over the lifetime of this Administration. The (delayed) publication of the Local Government Finance Settlement has not fundamentally changed this long-term position. Having considered the various comments made, including through the

consultation and Scrutiny processes, officers have been instructed to prepare the budget including savings of £20.9m as set out in Appendix C. Given the significant financial uncertainties that have been highlighted throughout this process this is a balanced and proportionate approach to the demanding choices that have to be confronted in budget setting.

- 1.3 By adopting a relatively high level of savings now, the council will be able to set a balanced budget for 2019/20 and, unless the funding position worsens even more dramatically than assumed in the prudent estimates set out in this report, 2020/21 as well. It may also be reasonable to assume that delivering these savings would make a contribution towards the 2021/22 budget requirement. This would leave the council in a relatively strong financial position, with long-term plans in place to give certainty to residents about future levels of service provision.
- 1.4 Accordingly, the budget now proposed includes the recommended adoption of savings of £20.9m out of the £26.2m consulted upon, and a council tax increase for the Brent element of the council tax of 4.99%, which is the maximum allowable without a referendum.
- 1.5 “Savings” mean different things to different people. Although an entirely objective classification is probably an unrealistic goal, the council’s Scrutiny Panel (see Appendix D) has recommended that they are classified by way of Cut, Income generation, Service transformation and Efficiency. Officers’ assessment against these headings is that the overall savings of £20.9m should be classified as:
 - Cut, £2m
 - Income generation, £1.6m
 - Service transformation, £15.6m
 - Efficiency, £1.7m
- 1.6 Following an extensive period of consultation, described further in section seven of the report, as well as taking in to the account the outcome of the statutory scrutiny processes and the equalities impact assessments, the budget proposals that are recommended for agreement are shown in Appendix C. This also shows, for completeness, the proposals that are not recommended for agreement. Overall, taking into consideration the additional income from council tax, the additional cost pressures mentioned later in this report and the recommended budget proposals of £20.9m, the budget for 2019/20 and the business plans for 2020/21 will be balanced.
- 1.7 The provisional local government finance settlement was announced on 13 December 2018. This was a week later than the scheduled date of 6 December, due to the lack of Parliamentary time as a result of the Brexit debate and its consequences. The Secretary of State announced that the settlement provides for increases in local authorities’ ‘core spending power’ of 2.8% overall. Core spending power (CSP) is the government’s measure of the key components of local government funding. As this includes the ability of local authorities to increase council tax it is possible for this to increase despite

reductions to government grant. Brent's CSP has increased by 3.4%, compared to the national average of 2.8%, despite its main non ring-fenced government grant (Revenue Support Grant) being cut again in 2019/20. If the council tax increases were stripped out of CSP it would be a more accurate measure of government financial support to local authorities. On this basis Brent's CSP in 2019/20 would reduce by 1.4% compared to last year.

- 1.8 Further details of the settlement are discussed in section three of the report. The most significant announcement was confirmation that the 'referendum limit' for council tax is 3%. This was not certain, but it was anticipated by way of the October Cabinet report and consulted on accordingly. No changes were announced to the social care precept, which remains at 2%.
- 1.9 Like last year, the Government's financing assumption is that all councils will act on this and increase council tax by the maximum amount possible. Taking into account the inflationary pressures that the council is subject to (which Ministers have confirmed were a significant factor in their decision to increase the referendum limit), the financial position in the round and the results of consultation through the Brent Connects and other meetings held by the date of despatch of this report the budget has been prepared on the basis of a 4.99% increase in the Brent element of the council tax.
- 1.10 The Mayor of London has announced plans for an increase in his precept of £26.28 or 8.9%, the maximum amount allowed by the Government before holding a council tax referendum. Of this increase £24 will be applied for policing and the balance to fund the London Fire Brigade. This makes the overall increase in council tax 5.77%.
- 1.11 The budget process is designed to ensure that it is priority led so that resources are aligned with council priorities and statutory responsibilities including consultation, scrutiny and equalities considerations. The new Borough Plan for 2019 – 2023 has been consulted on at the same time as the budget and is presented elsewhere on this agenda. The Borough Plan is the council's commitment to making a real difference to the lives of local people based on a number of key priorities such as:
- **Every opportunity to succeed** – working in partnership to support children and young people's educational attainment and training.
 - **A future built for everyone, an economy fit for all** – regenerating our borough to grow the local economy and provide the jobs, homes and transport that people need.
 - **A cleaner, more considerate Brent** – improving air quality and keeping our environment clean and pleasant.
 - **A borough where we can all feel safe, secure, happy and healthy** – building stronger, safer and healthier communities, with opportunities to enjoy Brent's unique cultural heritage, and support for vulnerable children and adults to be as independent as possible.

- **Strong foundations** – ensuring that the council and its partners are structured and equipped to secure the best possible outcomes for local people, within a context of diminishing resources.
- 1.12 The budget has been constructed against what continues to be a very challenging financial background. It is widely accepted by serious commentators that reductions to local authority funding have been more significant, often far more significant, than in any other part of the public sector. Since 2010 the council has agreed expenditure reductions of £185m, including £20.9m by way of this report. As set out above, the council continues to find ways to improve efficiency and transform services, and 83% of the £20.9m has been achieved this way, demonstrating the council's continued commitment to finding ways to improve value for money. However, as the pressure on budgets rise it is of course more difficult to keep finding sufficient efficiency savings to balance the budget.
- 1.13 This budget contains a small proportion of proposals that will result in reductions to service levels. These have not been recommended lightly, but following the extensive consultation process it was clear that these were the least worst such reductions of the options identified. Agreeing the proposed budget, despite these impacts, will leave the council in a relatively strong financial position and mitigate against the risk of having to deliver more substantial and unplanned cuts in later years.
- 1.14 Considering the expenditure reductions that have had to be implemented since 2010 and the various impacts this would have had on residents, the recent residents' survey showed that since 2014 a similar number of Brent residents (two thirds) felt the Council does a good job and the number that disagree has reduced. Also, over the last four years, the majority of residents surveyed felt council services had either been maintained or improved. These scores are above the national average for local authorities which, in part, can be attributed to the council's approach to financial sustainability and adopting a forward-looking financial strategy based on taking difficult decisions early, allowing time for implementation.
- 1.15 Aside from the usual updating of and adjustments to various technical assumptions the key features of this budget would be:
- A council tax increase of 4.99% for the Brent element, making a Band D council tax of £1,262.34. Additionally, the Council will levy a council tax of £320.51 at Band D on behalf of the Greater London Authority, which is an 8.93% increase on last year. Therefore, the total council tax at Band D will be £1,582.85, a 5.77% increase on the 2018/19 level. This is equivalent to £30.44 per week, and the overall increase equates to £1.66 per week.
 - Following the statutory consultation and scrutiny processes, new budget savings proposals with an aggregate value of £20.9m, as summarised in Appendix C.

1.16 This report is structured as follows:

- Officer recommendations for cabinet and full council to approve;
- Strategic overview of the financial and macro-economic climate;
- The forecasts against the current year's (2018/19) revenue budgets are summarised;
- Summary of the process to develop the budget;
- Changes to the revenue funding position, based on the provisional local government finance settlement, which was released after the last Cabinet report on the subject;
- The results of consultation, scrutiny and equalities and other relevant factors are set out;
- Updates from the Council's ring fenced budgets, specifically the Housing Revenue Account (HRA) and the Dedicated Schools Grant (DSG);
- The capital programme is summarised along with the associated investment strategy, prudential borrowing indicators and treasury management measures; and
- Finally, the report considers the budget beyond 2020/21 and the approach to developing budget proposals.

2.0 Recommendation(s)

Cabinet

- 2.1 Agree to recommend to full council an overall 4.99% increase in the Council's element of council tax for 2019/20 with 2% as a precept for Adult Social Care and a 2.99% general increase.
- 2.2 Agree to recommend to full council the General Fund revenue budget for 2019/20, as summarised in Appendix A.
- 2.3 Note the cost pressures and technical adjustments detailed in Appendix B.
- 2.4 Note the savings detailed in Appendix C.
- 2.5 Delegate authority to the Chief Finance Officer to:
- a) agree (in consultation with the Leader) whether to participate in the London Business Rates Pool and pilots for subsequent years (noting that in this case the authority's executive administrative function as a billing authority pursuant to the Non-Domestic Rating (Rates Retention) Regulations 2013 will remain delegated to the City of London Corporation, as the Lead Authority); and
 - b) agree the operational details of the pooling arrangements with the participating authorities for 2019/20 and any subsequent years and enter into any Memorandum of Understanding required.
- 2.6 Agree that the Leader of the Council will continue to represent the authority in relation to consultations regarding the London Business Rates Pilot Pool

undertaken by the Lead Authority pursuant to the Memorandum of Understanding and he will respond to the consultations.

- 2.7 Note the report from the Budget Scrutiny Panel in Appendix D.
- 2.8 Agree the HRA budget for 2019/20, as set out in section eight of this report.
- 2.9 Agree the HRA rents for council dwellings, tenant service charges and garages, as set out in section eight of this report.
- 2.10 Agree the major works and new build development budgets set for 2019/20 and 2020/21, as set out in section eight of this report.
- 2.11 Agree the rents set under the Housing General Fund for Brent Housing PFI and traveller's site pitches and to note the rents for Hillside dwellings as set out in section eight of this report.
- 2.12 Note the Dedicated Schools Grant as set out in section nine of this report.
- 2.13 Agree to recommend to full council the capital programme as set out in Appendix E.
- 2.14 Agree to recommend to full council the Treasury Management Strategy, Capital Strategy, Investment Strategy and MRP Policy as set out in Appendices F, G, H and I.
- 2.15 Note the advice of the Director of Legal and HR as set out in Appendix J.
- 2.16 Agree, and where relevant agree to recommend to full council, the schedule of fees and charges set out at in Appendix K.
- 2.17 Note the results of consultation as set out in section 7 and detailed in Appendix L.

Full Council

- 2.18 Agree an overall 4.99% increase in the Council's element of council tax for 2019/20 with 2% as a precept for Adult Social Care and a 2.99% general increase.
- 2.19 Agree the General Fund revenue budget for 2019/20, as summarised in Appendix A.
- 2.20 Agree the cost pressures and technical adjustments detailed in Appendix B.
- 2.21 Note the report from the Budget Scrutiny Panel in Appendix D.
- 2.22 Note and agree for inclusion in the overall budget for 2019/20 the HRA Budget as set out in section eight of this report.

- 2.21 Agree the dedicated schools' grant as set out in section nine of this report.
- 2.22 Agree the capital programme as set out in Appendix E.
- 2.23 Agree the Treasury Management Strategy, Capital Strategy, Investment Strategy and MRP Policy as set out in Appendices F, G, H and I.
- 2.24 Note the advice of the Director of Legal and HR as set out in Appendix J.
- 2.25 Agree the schedule of fees and charges as set out in Appendix K.
- 2.26 Note the results of consultation as set out in section 7 and detailed in Appendix L.
- 2.27 Agree the Pay Policy Statement for 2019/20 as set out in Appendix M.

Council Tax recommendations

These recommendations only include a provisional Council Tax level for the GLA as its final budget was not agreed when this report was despatched. This means that the statutory calculation of the total amount of Council Tax under Section 30(2) of the Local Government Finance Act 1992 may be amended by the final Greater London Authority precept.

- 2.28 In relation to the council tax for 2019/20 we resolve:

That the following amounts be now calculated by the Council for the year 2019/20 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992 as amended:

- (a) £1,027,149,293 being the aggregate of the amount that the Council estimates for the items set out in Section 31A(2) of the Act.
- (b) 905,158,017 being the aggregate of the amounts that the Council estimates for the items set out in Section 31A(3) of the Act.
- (c) £121,991,275 being the amount by which the aggregate at (a) above exceeds the aggregate at (b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its Council Tax requirement for the year.
- (d) £1,262.34 being the amount at (c) above, divided by the amount for the tax base of 96,639, agreed by the General Purposes Committee on the 21 January 2018, calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year.
- (e) Valuation Bands

A	B	C	D	E	F	G	H
£	£	£	£	£	£	£	£
841.56	981.82	1,122.08	1,262.34	1,542.86	1,823.38	2,103.90	2,524.68

being the amounts given by multiplying the amount at (d) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

- 2.29 That it be noted that for the year 2019/20 the proposed Greater London Authority precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, in respect of the Greater London Authority, for each of the categories of dwellings are as shown below:

Valuation Bands

A	B	C	D	E	F	G	H
£	£	£	£	£	£	£	£
213.67	249.29	284.90	320.51	391.73	462.96	534.18	641.02

- 2.30 That, having calculated the aggregate in each case of the amounts at paragraph 2.30(e) and 2.31, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of council tax for the year 2019/20 for each of the categories of dwellings shown below:

Valuation Bands

A	B	C	D	E	F	G	H
£	£	£	£	£	£	£	£
1,055.23	1,231.11	1,406.98	1,582.85	1,934.59	2,286.34	2,638.08	3,165.70

- 2.31 That it be noted that the Chief Finance Officer has determined that the Council's basic amount of Council Tax for 2019/20 is not excessive in accordance with the principles approved under Section 52ZB of the Local Government Finance Act 1992.

- (a) That the Chief Finance Officer be and is hereby authorised to give due notice of the said council tax in the manner provided by Section 38(2) of the 1992 Act.
- (b) That the Chief Finance Officer be and is hereby authorised when necessary to apply for a summons against any council tax payer or non-domestic ratepayer on whom an account for the said tax or rate and any arrears has been duly served and who has failed to pay the amounts due to take all subsequent necessary action to recover them promptly.
- (c) That the Chief Finance Officer be and is hereby authorised to collect revenues and distribute monies from the Collection Fund and is authorised to borrow or to lend money in accordance with the regulations to the maximum benefit of each fund.

2.32 That in the event that the GLA sets a different council tax precept to that set out in this report (which was the published provisional amount at the date of despatch) that authority be delegated to the Chief Finance Officer to vary the amounts at 2.31, but only insofar as to reflect the GLA decision, and to make consequential, but no other, amendments to the amounts at 2.32.

3.0 Strategic Overview

3.1 The council takes a long-term and strategic approach to its corporate and financial planning, linking the new Borough Plan to the budget decisions set out by way of this report. This has been adapted, and will continue to be adapted, in order to meet residents' most important needs whilst remaining within the financial constraints imposed by the ongoing austerity regime. This has, in part, been reinforced by a recent residents' survey which showed satisfaction with the council being above the national average and improving over the last four years.

3.2 The proposals in this report enable the Council to set a balanced budget for 2019/20 and set the business plans for 2020/21 whilst giving some protection to front line services and investing in key projects and priorities. The funding gap in future years, estimated at around £20m for 2021/22 and 2022/23, demonstrates the difficult service decisions ahead as central government funding reductions continue to reduce the resources available to meet increasing service demands.

3.3 As set out in the October Cabinet report, significant reform of the local government finance system is expected over the next 12 months, including the ongoing Fair Funding Review, the move to 75 per cent Business Rates Retention and the forthcoming (although much delayed) Adult Social Care Green Paper. Each of these reforms will only succeed if a sufficient quantum of funding is made available for the entire sector through the Spending Review in 2019. It is vital that the Government uses these events to place local government finance on a genuinely sustainable footing to cope with the expected rise in demand for local services. This is supported by the Local Government Association which stated that they are 'concerned that there is no clarity over funding levels, both nationally and locally, after March 2020. This

hampers meaningful financial planning at a time when government grant funding is the lowest it has been for decades and demand pressures are increasing’.

- 3.4 Given these ongoing policy changes, authorities are facing a period of significant uncertainty in the run up to the 2020/21 ‘cliff edge’. Greater clarity over the financial position of local government from 2020/21 is essential to reduce the high degree of uncertainty currently built into medium term financial planning.
- 3.5 The provisional local government finance settlement was announced on 13 December 2018. As Brent, like almost every other local authority, had signed up to the four year spending deal which confirmed the significant funding cuts from 2016/17 to 2019/20. That said, the settlement confirmed the amounts expected for 2019/20 with respect to Revenue Support Grant (£24.5m), Business Rates Top Up Grant (£53.5m), Improved Better Care Fund (£11.6m), New Homes Bonus (£8.8m), Flexible Homelessness Support Grant (£5.2m), Public Health grant (£20.8m) and other smaller grants. All grants were in line with the budget assumptions expected.
- 3.6 The Flexible Homeless Support Grant (FHSG) is £5.2m in 2019/20, down from £7.8m in 2018/19. However, officers had anticipated this reduction some months ago, and as a result did not commit all of the 2018/19 allocation. As a result the council is able to accommodate this substantial (33%) reduction in its overall budget.
- 3.7 The provisional settlement, unexpectedly, announced a one-off redistribution of the “surplus on the national business rates levy account” in 2019/20. The amount for Brent is £1.3m. However, as this is a one-off grant it cannot be built into the long-term budget plans. It is proposed to hold this grant in an earmarked reserve to help mitigate any major disruptions to council funding ahead of the fair funding review or to manage significant issues arising from Brexit, which is highly uncertain at the point of drafting this report.
- 3.8 Finally, the settlement confirmed the additional funding announced in the Chancellor’s autumn statement, although as they are one off they do not affect the budget currently being set.
 - For adult social care, an additional £240m nationally was announced for 2019/20, and Brent will receive £1.3m.
 - For adults and children’s social care, an additional £410m was announced for 2019/20, and Brent will receive £2.3m.
 - An additional £420m nationally was announced for potholes, where Brent will receive £0.6m.
 - An additional £55m of Disabled Facilities Grant funding was announced and Brent will receive £0.6m.

This will obviously help with in year budget management, but as the funding will only be for 2019/20 it would not be appropriate to use it to enter into new longer-term commitments, such as additional staffing, and build in to the base budget.

The longer-term position will become clearer once the Spending and Fair Funding reviews are announced.

- 3.9 As reported previously, demographic change in Brent continues to drive costs. The Office for National Statistics projects that London's population is forecast to increase by 21% between now and 2039, compared with just 11% across the rest of England. In terms of Brent, focusing on the four year period of this Administration, the population is projected to grow by approximately 3% according to the latest Greater London Authority's population projections. Within this there are particularly sharp rises in the 65-84 year group (2.5% per annum) and the over 85 year group (4.6% per annum). The estimates of the likely costs of these pressures, as set out in the October Cabinet report, are still considered realistic.
- 3.10 At the national level the debate over Brexit has dominated political proceedings throughout the preparation of this budget. It is not practical for officers to make realistic assessments of the financial impact of this locally, given the national uncertainty. It is clear that the Brexit negotiations have taken up a significant proportion of government resources, such that other legislative programmes have been delayed, such as the provisional local government finance settlement and the further delayed adult social care green paper. Dealing with the political position following the Parliamentary "meaningful vote" on Brexit of 15 January, and the amendments being debated on 29 January as this report was being finalised, is likely to consume further Government resources and continue to delay key pieces of legislation and policy.
- 3.11 The decision to produce the green paper was first announced in November 2017 and was initially intended to be published in the summer of 2018 before being delayed until the autumn to coincide with the NHS long-term plan. The long term plan will set out how the NHS will spend its extra £20.5bn announced in the summer. It is now expected to be published in 2019. The timing has not been confirmed, although in January the Secretary of State for Health announced that it would be published in April 2019, the month after what was at the time the planned date of the UK's departure from the EU. Adult social care represents nearly a third of the Brent's net budget and so the implications of these plans with regards to long term funding will have a significant impact on the medium term funding outlook.

4.0 The Council's current year revenue budget and forecasts

- 4.1 The table below shows the Council's current revenue budget and forecasts. Delivery of the 2018/19 budget is critical to maintaining the Council's financial standing and that front line services are protected. Overall, expenditure is expected to be contained within budget. Further details of the forecast at departmental level were presented to Cabinet on 14 January 2019. Any implications to the 2019/20 budget as a result of pressures experienced in 2018/19 have been robustly reviewed and taken into consideration during the budget setting process.

Department	Budget	Forecast spend	Variance
	£m	£m	£m
Children & Young People	41.6	43.4	1.8
Community Wellbeing	132.3	132.3	0
Performance, Policy & Partnerships	9.9	9.9	0
Regeneration & Environment	38.4	35.2	(3.2)
Resources	36.0	36.0	0
Subtotal Service Area Budgets	258.2	256.8	1.4
Other Expenditure	8.5	8.5	0
Subtotal Net expenditure	266.7	265.3	(1.4)
Business Rates, Council Tax and Specific Grants	(265.9)	(265.9)	0
Contingencies	(0.8)	(0.8)	0
Total General Fund	0	(1.4)	(1.4)

5.0 Budget Development Process 2019/20 – 2020/21

5.1 Proposals in this budget have initially been developed by officers and then discussed with Members and with the wider community. The key processes for doing this were, in summary, as follows:

- Development of the budget approach, based on the updated medium term financial outlook which was considered by the Cabinet in July 2018;
- Meetings involving Cabinet and Corporate Management Team members to consider the key service and budget issues likely to affect the council in future years;
- Development by officers, in consultation with relevant Lead Members, of budget proposals for individual services within the context of the Borough Plan and the overall resources available;
- The publication of a detailed list of savings proposals at Cabinet in October 2018 for consultation purposes;
- Debates through the Budget Scrutiny Panel of the Scrutiny Committee;

- Presentations and question and answer sessions at each of the five Brent Connects meeting in October 2018 and January/February 2019;
- Four 'pop up' consultation events across the borough with Brent residents;
- Review of the schools budgets by the schools forum;
- Considering feedback from the public, whether received by the general 'consultation@brent.gov.uk' email address or other direct representations;
- Receipt of petitions from the public and representations from other interested parties, such as voluntary sector bodies and local businesses;
- Conducting Equality Impact Assessments of the budget proposals in order to ensure that their consequences were properly understood.

5.2 This report updates the position on the core estimates that drive the budget development process, including the outcome of the provisional settlement and the consultation, scrutiny and equalities assessment processes.

6.0 Future Revenue Funding Position and changes to financing assumptions since October

6.1 The provisional 2019/20 Local Government Finance Settlement was announced on 13 December 2018 and provided details of the core funding allocations for local authorities in 2019/20. As this is the final year of the 'four year offer' period the figures were within those previously assumed as part of the October Cabinet report. The key headlines that are relevant for Brent from a financial planning point of view are set out below.

Revenue support grant (RSG) and business rates top-up

6.2 There are no changes to Brent's previously announced allocations as, like most other councils, last year Brent signed up to the Ministry of Housing, Communities & Local Government (MHCLG) proposal to fix RSG and business rates top-up until 2019/20.

6.3 The settlement confirms Ministers' intention to undertake a fundamental review of the basis of grant allocations, effective from 2020/21 onwards (the 'Fair Funding Review'). It is still not possible to make reliable estimates of the impact this will have on Brent and this uncertainty remains the largest single variable in the council's long-term financial planning. The results of the Fair Funding review are not expected before late 2019, making long-term financial planning difficult. In the meantime officers will follow developments and respond to the next stage of the various technical consultations planned in 2019.

Council Tax

6.4 As expected, the MHCLG have set the 'referendum limit' for council tax for 2019/20, which is the same level as 2018/19, at 3% in recognition of higher

than expected inflation and the pressures on services such as social care. No changes were announced to the adult social care precept. At present the financial plans are based on an assumption of an overall rise of 4.99% in 2019/20 and 3.99% in 2020/21.

- 6.5 There is an implicit assumption from MHCLG, built into the future funding settlements, that local authorities will increase council tax by up to the referendum limit. As the increase would permanently increase the council tax base income it would also reduce the significant funding pressures in 2019/20 and beyond. After due consideration the recommendation of this report is that the additional flexibility to increase the core element of council tax by up to 3% be taken forward and that the budget should be constructed on the basis of a council tax increase of 4.99% in 2019/20.
- 6.6 Each financial year, the Mayor and London Assembly must prepare and approve a budget for each of the constituent bodies and a consolidated budget for the authority as a whole. On 20 December 2018 the Mayor of London published his draft revenue budget for 2019/20 for consultation, in which it proposed to increase the precept by £26.28 (or 8.9%) to £320.51 per Band D property in the 32 London Boroughs. The increase in the precept is the maximum amount allowed before triggering a referendum for both the policing element and the non-policing element. These figures are subject to change following the consultation process and confirmation of London Boroughs' tax bases. The final GLA budget will be considered by the London Assembly on 25 February 2019. As the budget is in draft form, a verbal update will be provided at the Full Council meeting on 25 February either confirming the recommendations or setting out a revised set of figures following the outcome of the GLA decision making.

Business Rates

- 6.7 The settlement confirms the continued operation of the pilot London business rates pool. However, this will operate on the basis of 75% retention of the growth in business rates by the boroughs, not 100%.
- 6.8 In 2018/19 the pool is expected to generate a direct one-off benefit for Brent of c£6m. The exact figure will only be known once the final figures are confirmed for the year, expected in summer 2019. At 75% retention the pool will be less beneficial. Nonetheless, assuming that business rates grow in 2019/20 at the same rate that they did in 2018/19 and taking into account preliminary modelling of the 2019/20 pilot would indicate a direct benefit of around £3.9m.
- 6.9 A memorandum of understanding has been agreed between the Secretary of State for Housing, Communities and Local Government, the Mayor of London and Chair of London Councils. This sets out the terms of an agreement to extend the London Business Rate Retention Pilot into 2019/20 at the level of 75% retention. The potential financial benefit, compared to having no pilot, continues, however, to be significant. The precise benefit will, of course, depend on the level of growth in business rates income across the capital next year, but on the basis of the growth currently forecast in 2018/19, London could

expect to collectively retain additional business rates in 2019/20 of approximately £200m under this agreement, even without any additional year-on-year growth.

- 6.10 At the time of despatch of this report detailed financial modelling on the potential net financial benefit to individual local authorities is being undertaken based on the latest estimate of growth in the current year. Initial modelling would suggest a net financial benefit of c£200m would be possible, with c£30m top sliced for the Strategic Investment Pot, the GLA's share would be £61m, and £109m would be distributed to the remaining boroughs. This is based on estimates using forecasts from London Boroughs and are therefore only illustrative and a lower set of figures is entirely possible. However, the example serves to illustrate the potential direct financial benefit of continuing with a pilot London pool on basis being offered. That said, as in 2018/19, the net financial benefit of the pilot pool is not certain at this stage and it is not thought prudent to build this potential additional income into the base budget, especially given the economic uncertainty referred to above. Therefore the budget has been constructed on the basis of the amount of business rates that can be retained as under the previous rates retention scheme.
- 6.11 If the council did not want to participate in this pilot, it would have had to opt out of the pool by 10 January 2019. This deadline was set in the settlement. The Chief Executive took an urgent decision on 9 January 2019, in consultation with the Leader and Lead Member (and following notification to the Leader of the Opposition) that the council should not opt out in order that this deadline could be met. The authority's executive administrative function as a billing authority pursuant to the Non-Domestic Rating (Rates Retention) Regulations 2013 will remain delegated to the City of London Corporation, as the Lead Authority, for 2019/20.
- 6.12 In order to avoid urgent decision making in future years, it is recommended that Cabinet delegate to the Chief Finance Officer authority to agree (in consultation with the Leader) whether to participate in the pool for subsequent years and to agree for 2019/20 and subsequent financial years, the operational details of the pooling arrangements with the participating authorities and any Memorandum of Understanding with them. This is a precautionary provision only, as it is hoped that the pilot arrangements are replaced by permanent ones, making the exercise of this delegated authority unlikely to be required.
- 6.13 The settlement does not contain any definite indication about the future of business rate pools and retention beyond 2019/20. It would be extremely helpful for long-term financial planning if this vital information was contained within next year's local government settlement, following on from the Spending and Needs reviews

Other grants and considerations from the settlement

- 6.14 Allocations on the Improved Better Care Fund (iBCF) of £11.6m and the Flexible Homeless Support Grant (FHSG) of £5.2m have been checked and are in line with the budget assumptions. The latter is down from £7.8m in

2018/19. However, officers had anticipated this reduction some months ago, and as a result did not commit all of the 2018/19 allocation. As a result the council is able to accommodate this substantial (33%) reduction in its overall budget. The public health grant has, as expected, been cut again in 2019/20 by £0.5m to £20.8m. All other estimates for grants in 2019/20 are unchanged from that presented to Cabinet in October 2018.

- 6.15 The Secretary of State also commented adversely on the commercial investments that some councils have undertaken. It is anticipated that further guidance or regulations will be issued in due course in this area, which may have the effect of restricting some potential activities. However, to date Brent has not undertaken the kinds of activities that appear to have generated most concern, such as large acquisitions of commercial property outside of their own borough boundaries.

7.0 Statutory process of consultation, scrutiny and equalities assessments

Equalities

- 7.1 The Council has a duty to pay due regard to the need to eliminate unlawful discrimination and advance equality of opportunity and foster good relations between those who have a protected characteristic and those who don't when making decisions. This duty is set out in more detail in the Equality Implications section of this report. Each of the budget proposals attached in Appendix C have been subject to equality impact assessments (EIA) to assess their potential or likely impact on service users and employees with protected characteristics. Where the EIA process identified a disproportionate negative impact with no reasonable mitigation, the proposals were subject to a full EIA. These EIA reports are also included within Appendix C alongside the actual proposal.
- 7.2 It is important to note that in some cases when budgets are reduced in any particular area, further decisions will be required to implement the initiative achieving the budget reduction. Those further decisions are often subject to consultation or engagement with residents and other stakeholders and to the results of equality impact assessments (EIAs) or assessments of best value. The results of any consultations and EIA considerations subsequent to those referred to at 7.1, will be analysed and taken into account as part of the decision making process required to put the proposed budget into effect. The savings that can be derived from these initiatives identified in the budget presented for agreement are therefore subject to change. If the proposals are changed in a way that materially reduces the budget reductions derivable from them (for example from having considered in detail the results of a consultation), there will be a need to make up for the shortfall from other additional reductions elsewhere, the use of reserves or by departing from the budget envelope – for which there is a particular constitutional procedure.

Scrutiny

- 7.3 A Budget Scrutiny Panel was convened after the Cabinet published the draft budget proposals in October 2018. The panel, made up members of the three scrutiny committees (Resources & Public Realm, Community & Wellbeing and Housing) reviewed the proposals, as well as the budget development process, with relevant Lead members and officers. The panel's report and recommendations, attached in full at Appendix D, were considered and adopted by the Resources & Public Realm scrutiny committee on 15 January 2019. The budget now being recommended, by way of this report, was considered by the Resources & Public Realm scrutiny committee on 7 February 2019. A note of its deliberations and comments on the proposals was provided for the Cabinet to consider as part of their decision making and is also attached at Appendix D.

Consultation

- 7.4 The council recognises consultation as a key part of policy formulation, and makes considerable effort to ensure that the views of residents, businesses and other key stakeholders are taken into account. The Council has consulted on the budget options in a variety of ways. Legally, the results of consultation are something that Members must have due regard to in making budget decisions. However, consultation need not legally be the single or even most significant determining factor in choosing between difficult options, although at Brent considerable emphasis is usually placed on the results of consultation.
- 7.5 The council published an online budget simulator on 7 September 2018 to give residents the ability to set a balanced budget by determining their spending and income priorities for the year. They also had the opportunity to leave comments to explain their choices.
- 7.6 In brief 92 people completed it, of which the majority chose to reduce expenditure on housing, cultural and adult social care related services, while protecting children's and environment related services. Just over half of the respondents opted to increase council tax by 4.99%, while 17% of respondents chose to increase is by 3.99%. Therefore over two-thirds of people completing the tool chose to increase council tax by either 3.99% or 4.99%, twice as many as those who proposed lower (or no) increases.
- 7.7 Brent Connects is a well-established public consultation forum for local residents, businesses and other stakeholders with meetings spread across the borough. At the date of despatch of this report the council has consulted on the budget proposals at nine Brent Connects events between October 2018 and February 2019. One further event is planned before the date of the Full Council meeting (but after the date of dispatch of this report). At these events a presentation was delivered by either the Leader or Deputy Leader, and was supported by officers, followed by a question and answer session. The table below sets out the schedule of events.

Brent Connects	Date	Attendance	Date	Attendance
Harlesden	16-Oct 2018	34	22-Jan 2019	16
Kingsbury and Kenton	29-Oct 2018	18	20-Feb 2019	TBC
Kilburn	30-Oct 2018	12	06-Feb 2019	17
Wembley	23-Oct 2018	35	29-Jan 2019	40
Willesden	17-Oct 2018	43	21-Jan 2019	30

7.8 Four consultation ‘pop up’ events were organised across the borough attended by the Leader, Deputy Leader and other Cabinet members. These events allowed members to engage with those residents who would not otherwise have much interaction with the council and may not be aware of the consultation on the budget but whose views were important nonetheless. These events were used to inform residents to take part in the consultation process and respond to the consultation, either online or in writing. The table below sets out the schedule of events.

Pop up events	Date
Sainsbury’s, Willesden Green	15-Nov 2018
Tesco, Harlesden Plaza	24-Nov 2018
Kilburn Square Market	30-Nov 2018
Wembley Park station	11-Dec 218

7.9 The online consultation portal closed on 31 January 2019 and was accessed by 275 people. Of these 225 provided responses. Of the responses 14% mentioned council tax and of those 75% agreed with the increase proposed. One respondent suggested increasing council tax by more than 4.99% and holding a referendum. Put another way, 193 respondents did not mention council tax (from which one might reasonably infer that they did not strongly object to the proposed increase, albeit that they have not explicitly stated so). Of the 32 respondents who mentioned council tax, 24 agreed with the proposed increase, and therefore eight respondents disagreed with the council tax proposal. One might view this as eight out of 32 respondents mentioning council tax (25%) disagreeing with the proposed increase or eight out of 225 (4%) disagreeing with the proposed increase. A number of other themes emerged from the responses. The most popular theme was in relation to the local environment where over 20% of respondents stated refuse collection and clean streets were important to them. Also, over 9% of respondents indicated that community safety should play a greater role in council services. Social care services, in particular services for older people, were frequently listed as key priorities for the council. Appendix L contains further information about the results of consultation and emerging themes.

7.10 There are a number of business forums and associations that the Council regularly engages with that include a wide range of both small and large local businesses. These include West London Business (a non-profit business membership organisation), the Federation of Small Businesses, a number of town centre business associations and the Brent Business Board. The

consultation on the budget was published on the front page of the quarterly newsletter sent to a large number of Brent businesses, explaining why the views of local businesses were important and how to they could have their say.

- 7.11 The local voluntary sector is closely engaged with Brent's communities and has considerable experience of the impact of the council's difficult choices against a background of funding reductions. Engagement with the local voluntary sector has therefore been an important part of the consultation process. Invitations to participate in the consultation were sent to all Brent voluntary and community sector organisations.
- 7.12 Overall, one the main aims of the consultation and communication strategy was to raise awareness of the council's financial position, inform residents on how the council spends its budget and ensure residents, businesses and other key stakeholders were fully aware of the opportunities to have their say, by knowing how to respond and when the consultation events were taking place. This was delivered through a variety of communication channels, including advertising in local papers, publicity on the council's website, media briefings and use of the council's Facebook and Twitter accounts to disseminate reminders and encourage residents to participate.
- 7.13 All of these consultation responses are important. Members need to have regard to them, but are not obliged to follow the suggestions made. It is relevant to note that the consultees are, statistically speaking, "self-selecting" and therefore not necessarily reflective of opinion in the borough as a whole, nor are they necessarily statistically significant. On the other hand, the people who have responded have chosen to take the time to review the council's proposals and to contribute their thoughts, and often their views will be representative of the views of a much larger number of people.

8.1 Housing Revenue Account Budget and Housing General Fund Budget 2019/20

- 8.2 The proposed HRA annual budget for 2019-20 sets out proposed expenditure for housing management services, stock investment and maintenance works and new council housing development programmes as well as rent and service charge setting proposals for 2019-20. This report also includes Housing General Fund rent-setting proposals for stock managed by Hillside (Hyde Group) and for the Residential Pitches portfolio.
- 8.3 Table 8.3 sets out the current average 2018-19 rents and the proposed rents for 2019-20, taking account of the 1% reduction as required by the Welfare Reform Act. The amount of the rent reduction depends on the property size and current rent, the average reduction is £1.13 per week compared to 2018-19 average.

Table 8.3: Rents reductions set for council dwellings 2019-20

2018-19				2019-20	
Bed Size	Number of Properties	Average of Net Rent 2018-19	1% Reduction	Number of Properties	Average of Net Rent 2019-20
		£			£
0	375	85.44	16,661	373	84.59
1	2410	99.45	124,632	2410	98.46
2	2507	114.74	149,574	2517	113.59
3	1973	126.81	130,107	1992	125.55
4	423	137.34	30,208	423	135.96
5	60	149.12	4,652	60	147.63
6	9	156.96	735	9	155.39
Grand Total	7757	113.19	456,570	7784	112.06

8.4 Tenants Service Charges

8.5 For HRA dwellings it is proposed that service charge is increased by an average of £0.18pw (3%). The individual service charge elements have been adjusted to bring it in line with estimated contract costs of providing these services to tenants in 2019-20 and is detailed in table 8.5 below:

Table 8.5: Tenants Service Charges for 2019-20

Service	Average Charge 2018-19	Recommended Average Charge 2019-20	Estimated Increase / (Decrease)
	(£/Week)	(£/Week)	%
Concierge	9.03	9.84	9%
Communal Lighting	1.40	1.40	0%
Grounds Maintenance	1.30	1.30	0%

Cleaning (Internal and External)	6.63	6.90	4%
Laundry	2.48	2.56	3%
TV Aerial	0.74	0.74	0%
Communal Heating (District)	8.29	8.29	0%
Hot Water	2.41	2.41	0%
Helpline Monitoring Service	1.52	1.52	0%
Average Charge	7.07	7.25	3%

8.6 Garages Rent Setting

8.7 The HRA currently has 331 active garage accounts with an estimated annual income of £0.24m in 2018-19. It is proposed for 2019-20 that charges should increase by 3.4% (CPI plus 1%) for residents and 6.4% (CPI plus 4%) for non-residents, a breakdown of charges by garage type is detailed in table 8.7 below:

Table 8.7: Charges for Garages 2019-20

	Charges set for Residents	Charges set for non-residents	Proposed charges for residents	Proposed charges for non-residents
	2018-19	2018-19	2019-20	2019-20
	£	£	£	£
Cage Garages	3.40	3.82	3.52	4.06
Half Garages	6.79	7.65	7.02	8.14
Single Garages	13.60	13.60	14.06	14.47
Double Garages	22.27	22.27	23.03	23.70

8.8 HRA forecasted outturn 2018-19:

8.9 Overall the HRA is forecasting to spend in line with the approved net budget of £2.54m. However, there are some unbudgeted pressures estimated at £0.30m, this relates to £0.10m for cleaning contract inflationary uplift higher than budgeted for, £0.10m to fund a new tenants employment hub, and £0.10m for un-accrued payments to third parties for decanting tenants in prior years.

8.10 Salary budgets will partially offset budget pressures during the transformation programme due to a number of posts being unfilled partway through the year. Also, leasehold service charge actuals are higher than budgeted and will contribute towards mitigating the full risk of overspend.

8.11 HRA budgets 2019-20:

8.12 2019-20 will be the final year of the required 1% rent reduction as set out in the Welfare Reform Act. The Government has now set out its rent policy for the

five years from 2020. From April that year, social rent increases will be limited to the Consumer Price Index (CPI) plus 1%.

- 8.13 The proposed budget for 2019-20 is set out in Table 8.14 below and shows a balanced budget. Overall the budget includes a net reduction of £2.54m when compared to 2018-19. The budget movements are summarised below:

Technical adjustments – technical adjustments to budgets are required for:

- £0.90m reduction in the anticipated income from recharges to leaseholders for major works in line with cost estimates for 2019-20.
- £3.45m anticipated reduction in the revenue contributions to capital works due to the re-profiling of major works to existing stock following the initial findings of the stock condition survey.
- £0.46m reductions in rents due to 1% rent reductions.
- £0.17m increase in rents due to a net increase in stock, taking new build and Right to Buy sales in to account.
- £0.18m realignment to leaseholders service charge budget to bring it in line with actual billed values from 2018-19
- £0.47m reduction for HRA share of premiums on debt following a restructured treasury portfolio.

Growth - Budget reductions are counter-balanced by a number of necessary growth items:

- £1.0m for salary and operational cost inflation.
- £0.17m for water billing contracts ending from April 2019.

Savings – The main savings in 2019-20 budgets are:

- £0.80m savings attributed to the Housing Management Transformation.

- 8.14 The proposed 2019-20 HRA budget will ensure that the HRA will continue to hold £1.09m in balances as part of the 30 year HRA business plan.

Table 8.14: HRA Draft Budgets 2019-20

HRA Budget 2018/19 v Draft Budgets 2019/20	(1) Final Budgets 2018/19	(2) Draft Budgets 2019/20	(2-1) Variance	Variance Explanation (2-1)
Description	£'000	£'000	£'000	
Rents and Service Charge	(48,450)	(48,162)	289	Reductions to rent (1%), stock movement and service charges
Non Dwelling Rents	(217)	(217)	0	
Leaseholders' Charge for Services and Facilities	(2,276)	(2,451)	(175)	Increase in line with service charge actuals in 2018/19

Major Works and Other Contribution Towards Expenditure	(3,261)	(2,363)	897	Reduced major works profiling
Total Income	(54,204)	(53,193)	1,011	
Repairs and Maintenance	11,455	11,455	(0)	
Supervision and Management	11,326	11,424	98	Transformation savings offset by Inflationary uplift to salaries and cost inflation
Special Services	3,883	3,976	93	Cleaning contracts inflationary uplift
Rent and Rates and Others Charges	732	904	172	Water billing contracts expected to end
Depreciation of Fixed Assets	21,103	17,658	(3,446)	Reduction to capital contribution
Bad or Doubtful Debts	420	420	0	
Capital Financing and Debt Management	7,824	7,356	(468)	Reductions to HRA share of premiums on debt
Total Expenditure	56,745	53,193	(3,552)	
(Surplus)/or Deficit for the Year on HRA	2,541	0	(2,541)	
Housing Revenue Account brought forward	(3,635)	(1,094)	2,541	
(Surplus)/or Deficit on HRA	2,541	0	(2,541)	
Closing balance	(1,094)	(1,094)	0	

8.15 HRA Stock Improvement and Major Works Budgets 2019-20 and 2020/21

8.16 Planned works include refurbishments such as new roofs, facades, windows, lifts, kitchens, bathrooms, heating systems and the planned Fire safety works for 2019-20.

8.17 The initial indications coming out of the 2018 stock condition survey highlights the requirement for a stock improvement and major works capital budget of £14.11m for 2019-20.

8.18 To ensure the efficient delivery of this multi-year capital programme, it would be prudent to allocate an indicative 2020/21 major works budget. The total budget has been estimated at £15.70m for 2020/21.

8.19 Development Services 2019-20

8.20 The development of new council homes is a key priority of the council's Housing Strategy and of the HRA Asset Management Strategy. Two phases of development are currently underway:

- 8.21 Phase 1 - this was supported by GLA grant and will provide 47 Affordable Rent homes. The Phase 1 programme is nearing completion with handover expected at the end 2018-19, the estimated capital budget carried over for 2019-20 is set at £1.27m.
- 8.22 Phase 2 - this will provide 52 Affordable rent units which now have GLA grant allocated under the New Building Council Homes for Londoners programme. The Phase 2 programme is expected to be completed in January 2020. The estimated capital budget for 2019-20 is set at £7.02m and £0.86m for 2020/21. Also the budget for feasibility works on future development programmes is estimated at £0.41m in 2019-20.
- 8.23 **Housing General Fund**
- 8.24 **Hillside Rent Setting 2019-20**
- 8.25 In addition to the dwellings contained within the HRA, the Council also continues to hold dwellings in the General Fund (GF). These dwellings were formerly held by the Stonebridge Housing Action Trust (HAT) and were transferred to Brent Council in August 2007 when the HAT was dissolved. The Council currently owns 324 properties under this scheme and Hillside Housing Trust (part of Hyde Housing Group) manages these properties on the Council's behalf.
- 8.26 Table 8.26 below sets out the rent levels for 2019-20, with an average reduction of £1.26 per week:

Table 8.26 – Range of Weekly Rents for 2019-20

	Weekly Rent 2018-19 (£)	Weekly Rent 2019-20 (£)	Decrease (£)	Decrease (%)
1 Bed Flat	100.35	99.35	1	1%
2 Bed Flat	118.8	117.61	1.19	1%
1 S/croft Elders	100.35	99.35	1	1%
2 S/croft Elders	118.8	117.61	1.19	1%
2 Bed House	129.03	127.74	1.29	1%
3 Bed House	141.41	140	1.41	1%
4+ Bed House	148.87	147.38	1.49	1%

Hillside are also responsible for setting service charges across the stock, including those retained by the council. The average service charge per week for 2019-20 is set at £6.53 per week, an increase of £0.33 from the 2018/19 average, based on an uplift of 5.4% (CPI + 3%).

8.27 Housing Private Finance Initiative (PFI) 2019-20

8.28 The Housing PFI refers to 364 units of rented accommodation managed by Hyde under a PFI contract. The stock is made up of a mixture of Temporary Accommodation, Affordable Rent and Discounted Market Rent properties. As per the cabinet decision on 17 January 2017 in regards to PFI Housing Tenancy Conversions, Temporary Accommodation units are being phased out with the units being converted into Affordable Rent and Discounted Market Rent properties.

8.29 For temporary accommodation units the proposal is to uplift rents by RPI at 3.3%. For Affordable Rent and Discounted Market Rent, a comparison against market rents has been undertaken. When these findings are applied to each individual property, it leads to a wide range of rent increases and decreases from -43% to +56%. The proposal is that any increases should be capped at RPI 3.3% and properties where the methodology shows a decrease, the rents are to be frozen. These proposals are in line with the Housing Tenancy Conversion strategy to ensure that the Housing PFI deficit is managed within the councils medium term financial strategy.

8.30 Travellers' Site Pitch Rent 2019-20

8.31 It was identified in the 2018-19 budget setting report that the pitch rents were considered to be high in comparison to sites elsewhere in the country and a reduction to rents was approved. The current weekly pitch rent is £114.15, it is proposed to keep it frozen at the same rate for 2019-20. It is estimated to generate an annual income of £0.23m.

8.32 The management of the traveller's site contract with Oxfordshire City Council was not renewed in April 2018 and is now managed by the Council. This has resulted in a net saving to the general fund of £0.17m.

9.0 Schools Revenue Budget

9.1 The Dedicated Schools Grant was announced on 17 December 2018. The main Schools Block which supports mainstream schools has been confirmed at £231m, which is £0.4m more than last year. It equates to £5,522 per pupil, an increase of £18 compared to 2018/19. This overall increase is due to a slight rise in primary and secondary pupil funding, and the increase in secondary pupil numbers who gain marginally from the phasing in of the national funding formula. However it masks a £1m reduction to the block due to changes in pupil growth allocations. Total pupil numbers in Brent have dropped very slightly from 41,901 to 41,833, but secondary pupil numbers have grown by over 200 since last year and this is expected to continue. An adjusted local schools funding formula which accounts for expected growth will be presented to the Schools Forum for consultation in January 2019. The report on the mainstream funding formula recommends that 0.5% (£1.1m) of the mainstream schools funding block be transferred to the High Needs block which provides for SEND pupils. This was recommended as a measure to address the increasing demand for

SEND provision and so to prevent a DSG deficit. It should be noted that a separate Teachers' Pay Grant designed to meet the cost of the pay settlement announced in September 2018 sits outside of the DSG and is worth £2m for schools in Brent in 2019/20. The October 2018 budget also announced a one off additional funding allocation for schools which is yet to be received, estimated to be worth £1.2m for Brent schools.

- 9.2 The provisional allocation for the High Needs Block was announced as £56.1m. This is £0.8m more than expected as on Monday 17 December 2018 the Secretary of State for Education announced additional resources to help meet demand for high needs provision. This is confirmed at £0.8m for Brent in 2018/19 and again in 2019/20. Like most authorities Brent is facing substantial pressures in this area, up to £3m p.a. so the additional resources, whilst welcome, do not bridge this gap
- 9.3 The provisional Early Years block was announced at £23.4m. There are no changes to the hourly funding rate allocations for 2 year olds and 3 and 4 year olds. A small block of funding which supports some central services is unchanged at £2.4m. This brings the 2019/20 DSG allocation for Brent to a total of £312.9m.

10.0 The Capital Programme

- 10.1 The detailed capital investment proposals were considered by Cabinet on 14 January 2019 and recommended for adoption by Council as part of the Budget & Council Tax setting process.
- 10.2 A summary of the updated capital programme along with the new proposals is therefore included in Appendix E to this report. In total, new schemes amounting to £393m have been recommended for progression from the capital pipeline to the main programme.
- 10.3 The capital programme is continually evolving and often changes from time to time to reflect emerging issues and priorities. Since the January cabinet capital pipeline report, and following recent Central Government policy announcements, the programme has been updated to incorporate additional provision for the acquisition of housing and other assets within the geographic boundaries of Brent to further the Council's place-making and development objectives.

11.0 Pay Policy Statement 2019/20

- 11.1 Section 38 of the Localism Act 2011 requires local authorities to publish an annual 'Pay Policy Statement', setting out their policies in respect of chief officer remuneration and other specified matters. Regard must be had to guidance to be published by the Secretary of State in preparing the statement, which must be approved by full Council. The Council is then constrained by its pay policy statement when making determinations on chief officer pay, although the statement may be amended at any time by a further resolution of the full Council. No new guidance has been published since the statement was

adopted for 2018/19 and so there are no proposed changes related to the guidance. The Draft Pay Policy Statement, attached as Appendix M, contain minor updating and cosmetic changes from the Statement adopted by full Council for the last financial year.

12.0 Approach to budget proposals for 2020/21 – 2021/22

- 12.1 Local government continues to face an extremely challenging financial outlook following a prolonged period of austerity as well as disproportionate growth in demand for services. There is a growing level of uncertainty as the cliff edge of 2020 approaches – marking the end of the current Spending Review period and start of the new 75% business rates retention scheme.
- 12.2 Since 2010 the council has agreed expenditure reductions of £185m, which includes £20.9m by way of this report. This has been delivered through a combination of effective financial management, cost control and more innovative approaches to investment and demand management.
- 12.3 Officers' expectation is that savings of £40m will be needed over the lifetime of this Administration. The profile of these is broadly balanced, and so £20.9m of savings are recommended by way of this report in order to be able to agree a balanced budget for at least the next two years. However, it is important to note that, on the current funding estimates, significant further savings will need to be agreed at the Council meeting of February 2021. As a result the current working assumption is that anything not agreed in this budget round may need to be considered again at that point in time, and further options identified.

13.0 Financial Implications

- 13.1 The council's financial position has been set out in this report and Members are under a legal obligation to set a balanced budget. In doing so they are obliged, under normal administrative principles, to take into account the various relevant factors, particularly in respect of consultation and equalities. In doing so Members are, of course, entitled to exercise their political judgement, paying regard to the relevant factors rather than being absolutely determined by them.
- 13.2 The budget report sets out a comprehensive picture of the council's finances over the short, medium and long term to assist in the decision making process in setting the 2019/20 budget and the forward looking business plans.
- 13.3 Overall, expenditure in 2018/19 is expected to be contained within the agreed budgets, although there are significant variances within that overall result. In consequence, the general reserve is expected to be retained at £12m with no need for amendment. This level is relatively low for London, but is not unreasonable.
- 13.4 In considering the budget report, a key consideration should be the delivery of the saving programme as it presents substantial management challenges. Again, considerable management attention has been and is being devoted to

ensure that these can be delivered, but it is important to stress again the inherent risks in delivering such a large and complex programme.

- 13.5 That said, the budget now proposed is realistic and affordable, albeit challenging. The increases in council tax set out, if agreed, will generate significant additional revenue over time, minimising the number of difficult new decisions about funding for specific services to be proposed. If agreed, this budget would provide for affordable services in 2019/20, but a further gap of nearly £20m remains in between 2021/22 and 2022/23.
- 13.6 Formally, this section of the report is the report of the section 151 officer to which the council is required by section 25 of the Local Government Act 2003 to have regard confirming that if the budget as proposed were to be agreed the estimates made for the purposes of the calculations are robust and the proposed financial reserves are adequate.

14.0 Legal Implications

- 14.1 These are set out in Appendix J.

15.0 Equality Implications

- 15.1 Section seven of this report provides more details of the approach to complying with the Equalities Act 2010 and the outcome of equalities impact assessments.

16.0 Consultation with Ward Members and Stakeholders

- 16.1 Section seven of this report provides more details of the statutory consultation process with regards to setting the 2019/20 budget.

17.0 Human Resources

- 17.1 Of the proposals identified in Appendix C, there are some where there is a potential impact on staffing and could be subject to redundancy. However, the number of redundancies are not expected to be significant since the introduction of a 'time limited' voluntary redundancy scheme in 2018.
- 17.2 The Council will apply its Managing Change Policy and Procedure in the application of all restructuring arrangements which have an impact on staff, consulting with staff and trade union representatives accordingly.

Related Documents:

Report to Cabinet October 2018 - Draft Budget Proposals 2019/20 – 2020/21

Report sign off:

CONRAD HALL
Chief Finance Officer

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LIST OF APPENDICES

Appendix A	Overall Revenue Budget 2019/20
Appendix B	Service Cost Pressures
Appendix C (i)	Summary of savings 2019/20 – 2020/21
Appendix C (ii)	Detailed savings proposals
Appendix C (iii)	Cumulative Equalities Assessment
Appendix C (iv)	Individual Equality Analyses of Budget Proposals
Appendix D	Budget Scrutiny Report
Appendix E	Capital Programme
Appendix F	Treasury Management Strategy
Appendix G	Capital Strategy
Appendix H	Investment Strategy
Appendix I	MRP Policy
Appendix J	Legal Advice
Appendix K (i)	Fees & Charges Schedule
Appendix K (ii)	Fees & Charges Policy
Appendix K (iii)	Fees & Charges Policy – Guidance for managers
Appendix L (i)	Budget Consultation
Appendix L (ii)	Public Health England’s consultation response
Appendix M	Pay Policy Statement

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Appendix A

Proposed Revenue Budget 2019/20

The table below sets out the proposed revenue budget for each directorate in 2019/20 and how this has changed from the 2018/19 budget. This incorporates the cost pressures as detailed in Appendix B and the savings outlined in Appendix C.

	2018/19 Current Budget £m	Growth £m	Savings £m	Technical Adjustments £m	2019/20 Approved Budget £m
Service Area Budgets					
Community Wellbeing	123.9	4.5	(2.9)	(0.5)	125.0
Children & Young People	41.6	0.5	(1.4)	0.0	40.7
Regeneration & Environment	30.9	1.1	(3.2)	0.0	28.8
Resources	35.6	0.3	(1.2)	0.0	34.7
Performance, Policy & Partnerships	10.2	0.0	(0.8)	0.0	9.4
Total Service Area Budgets	242.2	6.4	(9.5)	(0.5)	238.6
Central Budgets	25.7	11.5	0.0	0.2	37.4
Total Budget Requirement	267.9	17.9	(9.5)	(0.3)	276.0
Funding					
Business Rates income from the London Pilot Pool	122.5	0.0	0.0	(2.5)	120.0
Specific Grants	30.4	0.0	0.0	3.6	34.0
Council Tax	115.0	0.0	0.0	7.0	122.0
Total Funding	267.9	0.0	0.0	8.1	276.0

Proposed Revenue Budget 2019/20 – Service level budgets

The tables below set out the proposed net revenue budget for each directorate at a service level, incorporating the proposed changes from 2018/19 with regards to savings and cost pressures.

	2018/19 Current Budget £m	Growth £m	Savings £m	Technical Adjustments £m	2019/20 Approved Budget £m
Service Level Breakdown					
Community Wellbeing					
Adult Social Care	89.5	2.4	(1.2)	0.0	90.7
Culture	5.3	0.0	0.0	0.0	5.3
Housing	7.5	2.1	(1.1)	0.0	8.5
Public Health	21.7	0.0	(0.6)	(0.5)	20.5
Total Budget	123.9	4.5	(2.9)	(0.5)	125.0
Children & Young People					
Children and Young People Directorate	0.3	0.0	0.0	0.0	0.3
Integration and Improved Outcomes	22.5	0.0	(1.0)	0.0	21.5
Safeguarding, Performance and strategy	17.5	0.5	(0.2)	0.0	17.8
Other School Related Budgets	1.3	0.0	(0.3)	0.0	1.0
Total Budget	41.6	0.5	(1.4)	0.0	40.7
Regeneration & Environment					
Environmental Services	27.8	1.1	(2.2)	0.0	26.7
Regeneration	1.5	0.0	(1.0)	0.0	0.5
Regeneration & Environment Director's Office	1.6	0.0	0.0	0.0	1.6
Total Budget	30.9	1.1	(3.2)	0.0	28.8
Resources					
Legal & HR	7.0	0.1	(0.1)	0.0	7.0
Customer Services	9.4	0.1	(0.3)	0.0	9.2
Digital Services	5.0	0.0	(0.5)	0.0	4.5
Finance	6.4	0.0	(0.1)	0.0	6.3
Property	6.8	0.1	0.0	0.0	6.9
Resources Director	1.0	0.0	(0.2)	0.0	0.8
Total Budget	35.6	0.3	(1.2)	0.0	34.7
Performance, Policy & Partnerships					
Chief Executive's Office	0.5	0.0	0.0	0.0	0.5
Communications	0.6	0.0	0.0	0.0	0.6
Executive & Member Services	3.2	0.0	(0.1)	0.0	3.1
Performance Improvement	1.3	0.0	0.0	0.0	1.3
PPP Director's Office	0.4	0.0	0.0	0.0	0.4
Strategy & Partnership	2.9	0.0	(0.2)	0.0	2.7
Transformation	1.3	0.0	(0.5)	0.0	0.8
Total Budget	10.2	0.0	(0.8)	0.0	9.4
Total Departmental Budgets	242.2	6.4	(9.5)	(0.5)	238.6

Appendix B

SERVICE GROWTH / COST PRESSURES 2019/20 - 2020/21

Service	Item	2019/20	2020/21	Comments
		£m	£m	
	Demography			
				The population projections shown below are from the GLA's annual population report.
Regeneration & Environment	Refuse Collection	0.1	0.1	0.8% growth in overall population
Regeneration & Environment	Public Realm (excluding Refuse Collection)	0.2	0.2	0.8% growth in overall population
Children & Young People	Children's social care	0.5	0.5	0.1% growth in 0-5 years; 0.6% growth in 0-25 years; 2.4% growth in 10-15 years.
Community Well Being	Learning Disabilities, Mental Health and Physical disabilities (18-65)	0.4	0.4	0.6% growth in population 18-65 years
Community Well Being	Older People (65+) Non Home Care	1.0	1.0	2.5% growth in population 65-84 years; 4.6% growth in population 85+
Community Well Being	Older People (65+) Home Care	0.6	0.6	2.5% growth in population 65-84 years; 4.6% growth in population 85+
Community Well Being	Housing - Temporary Accommodation	0.5	0.5	Projected growth in temporary accommodation costs
Resources	Customer Services	0.1	0.1	0.9% growth in population over 18
Resources	Legal services	0.1	0.1	Additional caseload caused by above, principally children's social care and adult social care.
	Total Demographic Changes	3.5	3.5	
	Inflation			
Various	Payroll Inflation	2.1	2.1	The pay settlement for 2019/20 is known to be 2%, which adds £2.1m to the total staffing costs. 2% has been assumed for 2020/21.
Central	Contract inflation	3.5	3.5	General contract inflation is assumed to average 2%, which will cost £3.5m each year.
Community Well Being	National Living Wage for carers	0.4	0.4	The cost of paying providers for the uplift caused by the annual increases to bring the national living wage up to 60% of median earnings by 2020 will add £0.4m to the adult social care budget each year.
Central	Other service specific inflation	2.0	2.0	Service specific inflation
	Total Service Specific Inflation	8.0	8.0	
	Technical			
Central	Insurance fund	0.1	0.1	There are a set of costs associated with pensions, redundancy and other related payments. The main issue is the impact of the triennial actuarial review of the pension fund, which will affect pension costs from 2019/20 onwards. The run off of the closed LPFA fund adds to this, partially offset by the ongoing gradual reduction in the number of payments for previously granted premature retirements. (Any new early retirements are met by capital contributions at the point of the decision). The total impact of these items is £0.8m, including insurance costs, the majority of which relates directly to the actuarial review.
Central	Central Items other cost pressures (excl Levies)	0.2	0.2	
Central	Pension fund	0.5	0.5	
Central	Levies	0.1	0.1	Brent is required to contribute towards London wide levies, such as to the Environment Agency, West London Waste Authority and Lea Valley Park, adding £0.2m per year to the cost base.
Community Well Being	Housing Association Lease Scheme	1.6	0.0	Additional cost of maintaining the Housing Association Lease Scheme
Resources	Exit of Challenge House	0.1	0.0	Additional cost of relocating CYP staff previously located in Challenge House
	Total Technical	2.6	0.9	
	Transport			
Adult Social Care	Freedom pass growth	0.0	0.5	The council also needs to recognise unavoidable costs associated with London wide policies. The main issue here is freedom passes, the cost of which is paid for across London and redistributed according to data provided by the Oyster cards that record journeys. Given Brent's ageing demographic, and relatively good transport links, the inevitable consequence is that the costs of the scheme continue to rise locally.
Regeneration & Environment	Brent Transport Services	0.8	0.8	The Council's largest requirement for passenger transport comes from the provision of home to school transport for children and young people with Special Educational Needs (SEN) who have a statement requiring the provision of a specific type of education, normally at a special school or unit catering for their particular educational need. Where the statement identifies a need for the learner to be transported to and from school, the Authority has a statutory duty to provide the required transport. In London, the number of SEN pupils has increased by 10 per cent since 2013/14, a higher rate of growth compared to the rest of England. In Brent, passenger numbers for the over the last 2 years have increased by 11.4% and 22% respectively. The projection going forwards is that there will be an estimated 20% annual net increase in passenger numbers and £0.8m per annum has been assumed as the need to cover the rate of growth expected.
	Total Freedom passes and levies	0.8	1.3	

	Contingency and social value			
Central	Savings risk mitigation fund	1.0	1.0	Any logically constructed budget also requires contingencies. The council aims to deliver all of its agreed savings proposals, and has a good record of consistently achieving over 95% of these. Good governance mechanisms are in place to continue this record of achievement, but it is nonetheless proposed to make a 5% allowance for slippage, in line with previous budget assumptions. This allows for reinvestment in services when delivery exceeds this allowance and, more importantly, avoids the need for short-term action to cut services if delivery slips. This is an important contingency device, and setting a budget without it in today's challenging financial environment would be imprudent. The council also retains its social value investment fund.
Central	London Living Wage contingency	1.0	1.0	
	Total Contingency and social value	2.0	2.0	
	Capital Financing			
Central	Capital Financing	1.0	1.0	Interest and debt repayment costs for capital programme
	Total Contingency and social value	1.0	1.0	
	GRAND TOTAL OF SERVICE COST / GROWTH PRESSURES	17.9	16.7	

Appendix C (i): Summary of savings 2019/20 – 2020/21

Overall, £26.2m of savings were consulted on by way of the report presented to Cabinet on 15 October 2018.

Table 1 sets out the savings proposals that are to be taken forward by way of this Cabinet report. For completeness, the savings proposals that will not be taken forward are set out in Table 2.

Table 1: Proposals to be taken forward

<u>Community Wellbeing</u>				
Index	Reference	2019/20 (£000)	2020/21 (£000)	Description
CWB001	Public Health re-commissioning	100	150	Additional efficiencies made through public health re-commissioning
CWB002	Public Health re-commissioning		500	Recommission Children's Centres and Health Visiting as a single contract
CWB003	Public Health re-commissioning	125	125	Cease untargeted smoking cessation. Retain only a service for mental health service users and pregnant women
CWB007	Housing – extended selective licensing	100	70	Proportion of the increase in License income to fund corporate overhead charge
CWB008	Additional Housing Reform: Single homelessness & supporting people	400		Reduction in the cost of the Single Homelessness Team and supporting people budget, by using New Burdens and Flexible Homelessness Support Grant
CWB009*	Additional Housing Reform: Phase 2 Temporary Accommodation reform plan		600	Increased acquisition of private sector accommodation through I4B to meet demand from homeless households and thereby avoiding cost of future TA provision
CWB010	Additional Housing Reform: First Wave Housing		250	Increased income generation through an investment in Private Sector accommodation by First Wave, let at market rates
CWB012	Supporting People savings	250		Additional efficiencies within the service

CWB013	New Accommodation for Independent Living		2,000	Increasing NAIL provision to support more users, but also developing provision to support higher need users and support some users who would have gone into nursing care
CWB014*	Continuing Health Care	400		Continuing Health Care – Continue to challenge decisions regarding CHC assessments at every point of referral
CWB015/16/17/18	Adult Social Care re-commissioning	1,200	250	Review of homecare and placement packages, re-commissioning day care
CWB021	Housing Association Lease Scheme	300	300	Proposed to introduce a Reasonable Rents policy
Community Wellbeing Subtotal:		2,875	4,245	
Community Wellbeing Grand Total		7,120		

Regeneration & Environment

Index	Reference	2019/20 (£000)	2020/21 (£000)	Description
R&E001	Dimming street lights		100	The LED Street Lighting CMS provides the Council with the ability to adjust LED lighting output to create additional savings (£100k) by further reducing both energy costs and carbon emissions
R&E002A & B	Public Realm	250		Review of litter picking services
R&E003*	Parks maintenance	200		A review of spend by the parks service to remove off-contract spend
R&E004*	Building control	176	35	The generation of additional income by the Building Control team. £100k is adjusting the budget to match current workload, with the remainder to come from out-of-borough associate work
R&E005	Employment/START	380		This saving would be generated through a combination of efficiencies, rationalising staffing

				and the generation of additional income from a combination of external grant funding and fee income.
R&E006*	Littering enforcement	200		The saving comes from the expansion of litter patrol activity - income is generated through additional fines
R&E007*	Planning enforcement	60		Additional income generated by the Planning Enforcement team
R&E008	Wembley licensing		50	Potential increase in revenue arising from increased activity in Wembley
R&E009	Planning fees	350		Increased income from a 20% uplift in Planning Fees - this is a Central Government initiative
R&E010A	Recycling service	60		General efficiencies within the service
R&E018	Regeneration & Environment staffing efficiencies	1,524	450	Review of staffing model in Regeneration & Environment
R&E022/22A	Met Patrol plus service		400	End Met Patrol Plus funding
Regeneration & Environment Subtotal		3,200	1,035	
Regeneration & Environment Grand Total		4,235		

Children & Young People

Index	Reference	2019/20 (£000)	2020/21 (£000)	Description
CYP001	DSG Contribution	250		Work within amended regulations to fund some statutory education functions from DSG. Requires annual approval from Schools Forum
CYP002*	Care leaver benefits	150		Ensure care leavers access Housing Benefit when entitled, to reduce interim support from Children's services
CYP003*	WLA Placement commissioning	150		Reduce placement costs through the West London Alliance (WLA)

				Dynamic Purchasing System and use of block contracts
CYP004	WLA Shared Fostering Service		100	Develop a shared fostering service with other WLA boroughs, resulting in staffing efficiencies
CYP005	Create new alternative education provision with wrap around youth services from the Roundwood site	250		Transform the site to an educational setting with community activities. End delivery of council run youth services from Roundwood, creating a different model of community and voluntary provision
CYP006	Early Help service reduction	250		Reduce support levels to early years providers. Efficiency measures across Early Help including restructure of the Education Welfare Service
CYP007	Non case holding staff	250		A reduction of 5 FTE from non-case holding staff and management posts, primarily by smarter use of technology.
CYP008	Children's centres		1,491	Develop family hubs from children's centres
CYP009A	Connexions	100		Recommissioning of contracted service and targeted projects
Children & Young People Subtotal		1,400	1,591	
Children & Young People Grand Total		2,991		
<u>Performance, Policy & Partnerships</u>				
Index	Reference	2019/20 (£000)	2020/21 (£000)	Description
PPP001	Reducing voluntary sector grants	102	158	Proposed to reduce grants provided to three voluntary sector bodies

PPP002	Deletion of one policy officer	60		It is proposed to delete one policy officer from the Strategy and Partnerships department. Overall, the work undertaken by the team would need to be prioritised to focus on statutory requirements and strategic objectives, and lower-priority areas reduced as appropriate.
PPP003	Restructure of communications department		100	It is proposed to restructure the Communications function in 2020/21 which is likely to result in reductions in staff and the level of support offered by corporate communications.
PPP005	PPP Redesign	450		It is proposed to reduce the overall management of the service by aligning specialism across the department. This will include looking at how policy, scrutiny, performance, transformation and communications interrelate. Overall, the work undertaken by the department would need to be prioritised to focus on statutory requirements and strategic objectives, and lower-priority areas reduced as appropriate
PPP007	Reduce scrutiny committees to two	60		This saving represents reducing scrutiny committees from three to two. In 2017 a third scrutiny committee was established to give a focus on BHP coming back to the Council's control. It is expected that by 2019 the scrutiny of housing could revert back to the Community and Wellbeing Scrutiny Committee
PPP008*	Stop catering at all Member meetings	38		This saving can be generated by not providing catering and refreshment services at member meetings

PPP009*	More efficient translation services	28		Following a review of translation service usage across the Council it has been found that utilisation can be improved while reducing costs by approximately 12%. This includes better use of skype/conference call capabilities facilitated by the new telephony contract
PPP011*	Restructure Executive Support Team	45		Restructure and re-grading of the Executive Support Team. In order to ensure all Departments are supported appropriately, team members will be cross trained to enable them to cover all required areas, which will enhance continuity during times of absence
PPP012*	Proposed staffing changes in political offices	37		Review of support to political groups
Performance, Policy & Partnerships Subtotal		820	258	
Performance, Policy & Partnerships Grand Total		1,078		

Resources

Index	Reference	2019/20 (£000)	2020/21 (£000)	Description
RES001	Legal savings - Demand management	50	50	Savings to recognise the impact of the Impower demand management review, income generation and bringing more work in house which will lead to less spend on external legal counsel
RES002	Insurance savings	100		Savings to be achieved following a review of insurance provision and risk management
RES003/ 04/05	Customer services	275	425	Service modernisation- more digital services and demand management revised operating model for managing access for all services, streamlining of structures

				following return of Council Tax in house.
RES006	Oracle & hosting*	270		Savings in relation to hosting One Oracle (£150k) and income from other boroughs within the One Oracle partnership (£120)
RES007	IT sales	74	326	Income from selling IT Services to another Council/external companies and/or another partner within the current shared service model (£330k). Income from selling IT services to Air France (£74k)
RES008	Reduce printing and no more colour printing	100		Savings from reductions in print volumes (10%) and removing the option for colour printing
RES009*	Application support	100		Staff savings as result of consolidation of application support teams within the shared service
RES010	Resources directorate savings	200		Savings to be delivered from within the Resources directorate budget and other smaller budget items
RES011	Review of Council tax support scheme		3,300	Estimated 15% reduction in total expenditure
RES012	Property		200	It is proposed to review all existing leases and other income raised with a view to generating additional income
Resources Subtotal		1,169	4,301	
Resources Grand Total		5,470		
Total		9,464	11,430	
Grand Total		20,894		

Table 2: Proposals not to be taken forward

Index	Reference	2019/20 (£000)	2020/21 (£000)	Description
CWB004	Health checks		150	Re-prioritisation of program
CWB006	Libraries	150	150	Part-time opening hours at some branches
CWB019	Home Care		1000	Introducing 15 minute calls in care homes
CWB020	Day Care		250	Reduction in provision of day care services
R&E010	Abbey Road recycling centre	440		Close the recycling centre
CYP009	Connexions	600		Revised service offer
CYP010	Children's centres		1543	Close all children's centres
CYP011	Connexions		300	Revised service offer
PPP001B	Voluntary Sector Grants		1000	Stop all voluntary sector grants
PPP001A	Voluntary sector grants		35	Further reductions to grants to the voluntary sector
Total		1,190	4,428	

**These proposals (table 1) have either already been implemented or are planned to be implemented in-year and therefore do not form part of this formal consultation process. The nature of the proposals are such that public consultation is not required. The proposals have been included in the report and appendices in the interests of full transparency and so that a full picture of how reductions in the budget for future years are being achieved can be seen.*

Appendix C (ii): Detailed Savings Proposals 2019/20 – 2020/21

This appendix contains the detailed budget templates for each of the savings proposals that are to be taken forward by way of this Cabinet report.

<u>Community Wellbeing</u>		
Index	Description	Page no.
CWB001	Additional efficiencies made through public health re-commissioning	6 - 7
CWB002	Recommission Children's Centres and Health Visiting as a single contract	8 – 10
CWB003	Cease untargeted smoking cessation. Retain only a service for mental health service users and pregnant women	11 - 12
CWB007	Proportion of the increase in License income to fund corporate overhead charge	13 - 15
CWB008	Reduction in the cost of the Single Homelessness Team and supporting people budget, by using New Burdens and Flexible Homelessness Support Grant	16 - 17
CWB009*	Increased acquisition of private sector accommodation through I4B to meet demand from homeless households and thereby avoiding cost of future TA provision	18 - 20
CWB010	Increased income generation through an investment in Private Sector accommodation by First Wave, let at market rates	21 - 24
CWB012	Additional efficiencies within the service	25 - 26
CWB013	Increasing NAIL provision to support more users, but also developing provision to support higher need users and support some users who would have gone into nursing care	27 - 28
CWB014	Continuing Health Care – Continue to challenge decisions regarding CHC assessments at every point of referral	29 - 30
CWB015	Review of homecare and placement packages, re-commissioning day care	31 - 33
CWB016	Review of homecare and placement packages, re-commissioning day care	34 - 35
CWB017	Review of homecare and placement packages, re-commissioning day care	36 - 38
CWB018	Review of homecare and placement packages, re-commissioning day care	39 - 40
CWB021	Proposed to introduce a Reasonable Rents policy	41 - 43

Regeneration & Environment

Index	Description	Page no.
R&E001	The LED Street Lighting CMS provides the Council with the ability to adjust LED lighting output to create additional savings (£100k) by further reducing both energy costs and carbon emissions	44 - 45
R&E002A	Review of litter picking services	46 - 47
R&E002B	Review of litter picking services	48 – 49
R&E003*	A review of spend by the parks service to remove off-contract spend	50 - 51
R&E004*	The generation of additional income by the Building Control team. £100k is adjusting the budget to match current workload, with the remainder to come from out-of-borough associate work	52 - 53
R&E005	This saving would be generated through a combination of efficiencies, rationalising staffing and the generation of additional income from a combination of external grant funding and fee income.	54 – 55
R&E006*	The saving comes from the expansion of litter patrol activity - income is generated through additional fines	56 – 57
R&E007*	Additional income generated by the Planning Enforcement team	58 – 59
R&E008	Potential increase in revenue arising from increased activity in Wembley	60 – 61
R&E009	Increased income from a 20% uplift in Planning Fees - this is a Central Government initiative	62 – 63
R&E010A	General efficiencies within the service	64 - 65
R&E018	Review of staffing model in Regeneration & Environment	66 – 67
R&E022A	Stop Met Patrol Plus funding	68 – 70

Children & Young People

Index	Description	Page no.
CYP001	Work within amended regulations to fund some statutory education functions from DSG. Requires annual approval from Schools Forum	71 – 73
CYP002*	Ensure care leavers access Housing Benefit when entitled, to reduce interim support from Children's services	74 – 75
CYP003*	Reduce placement costs through the West London Alliance (WLA) Dynamic Purchasing System and use of block contracts	76 – 77
CYP004	Develop a shared fostering service with other WLA boroughs, resulting in staffing efficiencies	78 – 80

CYP005	Transform the site to an educational setting with community activities. End delivery of council run youth services from Roundwood, creating a different model of community and voluntary provision.	81 – 83
CYP006	Reduce support levels to early years providers. Efficiency measures across Early Help including restructure of the Education Welfare Service.	84 – 85
CYP007	A reduction of 5 FTE from non-case holding staff and management posts, primarily by smarter use of technology	86 – 87
CYP008	Develop family hubs from children's centres	88 – 90
CYP009A	Recommissioning of contracted service and targeted projects	91 – 92

Performance, Policy and Partnerships

Index	Description	Page no.
PPP001	Proposed to reduce grants provided to three voluntary sector bodies	93 – 94
PPP002	It is proposed to delete one policy officer from the Strategy and Partnerships department. Overall, the work undertaken by the team would need to be prioritised to focus on statutory requirements and strategic objectives, and lower-priority areas reduced as appropriate.	95 – 97
PPP003	It is proposed to restructure the Communications function in 2020/21 which is likely to result in reductions in staff and the level of support offered by corporate communications.	98 – 99
PPP005	It is proposed to reduce the overall management of the service by aligning specialism across the department. This will include looking at how policy, scrutiny, performance, transformation and communications interrelate. Overall, the work undertaken by the department would need to be prioritised to focus on statutory requirements and strategic objectives, and lower-priority areas reduced as appropriate	100 – 102
PPP007	This saving represents reducing scrutiny committees from three to two. In 2017 a third scrutiny committee was established to give a focus on BHP coming back to the Council's control. It is expected that by 2019 the scrutiny of housing could revert back to the Community and Wellbeing Scrutiny Committee	103 - 105
PPP008*	This saving can be generated by not providing catering and refreshment services at member meetings	106 – 107

PPP009*	Following a review of translation service usage across the Council it has been found that utilisation can be improved while reducing costs by approximately 12%. This includes better use of skype/conference call capabilities facilitated by the new telephony contract	108 – 109
PPP011*	Restructure and re-grading of the Executive Support Team. In order to ensure all Departments are supported appropriately, team members will be cross trained to enable them to cover all required areas, which will enhance continuity during times of absence	110 - 111
PPP012*	Review of support to political groups	112 – 113

Resources

Index	Description	Page no.
RES001	Savings to recognise the impact of the Impower demand management review, income generation and bringing more work in house which will lead to less spend on external legal counsel	114 – 115
RES002	Savings to be achieved following a review of insurance provision and risk management	116 – 117
RES003/4	Service modernisation- more digital services and demand management revised operating model for managing access for all services, streamlining of structures following return of Council Tax in house.	118 – 120
RES005	Service modernisation- more digital services and demand management revised operating model for managing access for all services, streamlining of structures following return of Council Tax in house.	121 – 122
RES006	Savings in relation to hosting One Oracle (£150k) and income from other boroughs within the One Oracle partnership (£120)	123 – 124
RES007	Income from selling IT Services to another Council/external companies and/or another partner within the current shared service model (£330k). Income from selling IT services to Air France (£74k)	125 - 126
RES008	Savings from reductions in print volumes (10%) and removing the option for colour printing	127 – 128
RES009*	Staff savings as result of consolidation of application support teams within the shared service	129 – 130
RES010	Savings to be delivered from within the Resources directorate budget and other smaller budget items	131 – 132
RES011	Review and simplification of Council Tax Support Scheme	133 – 137

RES012	It is proposed to review all existing leases and other income raised with a view to generating additional income	138 - 139
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Budget Options Information

Reference:	CWB001
Service(s):	Public Health
Lead Member(s):	Cllr Hirani

Savings Proposals:	Savings to be delivered over the lifetime of a new contract following service redesign and re procurement of substance misuse
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	4,100
Total post numbers in the services(s) (FTE):	NA commissioned service

	2019/20	2020/21
	£'000	£'000
Proposed saving:	100	150
	FTE	FTE
Proposed staffing reduction	NA commissioned service	NA commissioned service

Proposed savings

Substance misuse services were redesigned and re-procured during 17/18 with a lead provider and a new service model being put in place from 1/4/18 resulting in savings over the life of the contract

How would this affect users of this service?

Service users were closely involved in the redesign of the service and in the evaluation of tenders. A change in lead provider has been unsettling for some users but they have been kept informed and involved and close attention paid to maintaining outcomes

Following a period of transition we expect service user experience and outcomes to be improved

Key milestones

The work to achieve these savings has been carried out

Key consultations

None required – as contract is in place to deliver savings

Key risks and mitigations

Close contract management to ensure new service model is implemented faithfully and to maintain high performance

These savings are within a ring fenced grant.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	N
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	NO
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Melanie Smith
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Budget Options Information

Reference:	CWB002
Service(s):	Public health
Lead Member(s):	Cllr Hirani

Savings Proposals:	Recommission public health 0-19 service with children's centres contract to realise efficiencies
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	0-19 service: £5,900 Children's Centres contract £3,000
Total post numbers in the services(s) (FTE):	NA commissioned services

	2019/20	2020/21
	£'000	£'000
Proposed saving:	nil	500
	FTE	FTE
Proposed staffing reduction	nil	NA commissioned services

Proposed savings

A fundamental redesign of the current public health 0-19 service and the Children's Centre services, leading to a joint CYP / PH re-commissioning of a new service which achieves public health and CYP outcomes

The current Children's Centres contract with Barnados ends in March 2020. The current 0-19 public health service contract also ends in March 2020 (although 1+1 extensions are available which would yield an additional £150k over two years if this saving proposal is not progressed)

Note: should the CYP saving CYP010 be progressed, it would not be possible to achieve the full saving as the overall contract would be reduced. The two proposals are interdependent and this one would need to be reduced if CYP010 is progressed.

How would this affect users of this service?

This would need to be explored during market engagement, but the aim would be to bring together these services in a more holistic Family Hub model to improve the service, and the assumption is that the saving would be made through reducing management costs and overheads, to minimise any impact.

Key milestones

Market engagement should take place concurrently with the budget consultation. Procurement of the new combined early years and public health 0-19 service would need to commence in early 19/20

Key consultations

Consultation with the CCG who fund the clinical nursing service in special schools which is part of the 0-19 service

Consultation with local maternity units who provide services from children's centres would be required

Consultation with schools on the future of the school nursing service would be required. Current levels of school nursing are low and further efficiencies are likely to be unpopular.

Engagement with parents will be undertaken in order to assess the potential impact of changes

Key risks and mitigations

Significant efficiencies (15%) were made when the 0-19 service was redesigned and recommissioned.

The additional proposed savings have not been tested with the market. However commencing soft market engagement during budget consultation will help to understand the readiness of the market to provide a new combined early years and public health service.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	Y
Particular ethnic groups	Y
Men or Women (include impacts due to pregnancy/maternity)	Y
People of particular sexual orientation/s	N

People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	Y
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	Yes as part of service redesign
EIA to be completed by:	Marie Mcloughlin and CYP nominee
Deadline:	Second half of 19/20

Lead officer for this proposal:	Melanie Smith
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Budget Options Information

Reference:	CWB003
Service(s):	Public Health
Lead Member(s):	Cllr Hirani

Savings Proposals:	Cease untargeted smoking cessation. Retain only a service for mental health service users and pregnant women
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	500
Total post numbers in the services(s) (FTE):	NA commissioned service

	2019/20	2020/21
	£'000	£'000
Proposed saving:	125	125
	FTE	FTE
Proposed staffing reduction	NA commissioned service	NA commissioned service

Proposed savings

Smoking cessation services currently commissioned from GPs and community pharmacies would be decommissioned. A service would be retained for pregnant women and mental health service users only

How would this affect users of this service?

In 17/18, 1143 smokers were supported to quit by public health commissioned services. Smokers who wish to quit would lose access to free nicotine replacement therapy and to face to face support.

NRT would still be available to purchase or on prescription (charges may be payable). On line and telephone support would be available.

Key milestones

Six month's notice would need to be given to GPs and Community Pharmacies.

If this is delayed until the budget is set in February 2019, the potential savings slip and full year effect is only seen in 20/21.

Key consultations

Public consultation would be required

Consultation with PHE, CCG, LMC and LPC

Key risks and mitigations

Opposition from GPs due to potential increased consultations and prescription costs for nicotine replacement therapy. However quitters would still result in cost savings to the NHS

Strong opposition from community pharmacies who would lose income (42 pharmacies received between £50 and £19,000 income from the service in 17/18)

Precedents have been set: Harrow and Havering have discontinued smoking cessation services, Ealing has recently consulted on plans to do so.

The Council would remain part of the London Smoking Cessation Transformation Programme which is testing on line, digital and telephone support. It should be noted the programme has produced very small numbers of quits to date but it has undoubted potential

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	Y
Particular ethnic groups	Y
Men or Women (include impacts due to pregnancy/maternity)	Y
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	Yes. In order to inform mitigation of the potential disproportionate impact on pregnant, BAME and disabled smokers
EIA to be completed by:	John Licorish
Deadline:	

Lead officer for this proposal:	Melanie Smith
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Budget Options Information

Reference:	CWB007
Service(s):	Private Housing Services
Lead Member(s):	Cllr Southwood

Savings Proposals:	<p>Increased income through the introduction of new and extended services these being;</p> <ul style="list-style-type: none"> • Extending Selective Licensing to other parts of the Borough • Civil Penalties issued against landlords who are in breach of certain Housing Act related offences.
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	380
Total post numbers in the services(s) (FTE):	46

	2019/20	2020/21
	£'000	£'000
Proposed Saving/income generated:	100	70
	FTE	FTE
Proposed staffing reduction	0	0

Proposed savings

The proposal consists of two main parts:

1 – Civil Penalties – Legislation allows the Council to carry out civil prosecution of landlords, which have erstwhile been carried out by the Courts. The fines resulting from such cases would therefore be paid directly to the Council. Whilst the legislative framework clearly states that this income should only be used to fund more private rented sector enforcement activity an element can be used to fund the services supporting this function. It is estimated that by 2019/20, fines in the region of £600,000 per year will be issued.

Based on this estimated income, we can achieve a reduction of £100,000 in GF allocation.

2 – Extending Selective Licencing – Commencing from June 2018, the Council extended selective licensing to 5 additional wards in the borough. This will generate extra income for the Council. Although the income can only be used to fund licensing

activities, as staffing increase will be required to meet the extra demand, it can help fund increases in overheads.

The estimated income from the extended service is £2.5M over five years. From this, a contribution of £70,000 per year (£350,000 over five years) can be made to fund overheads.

The Council will be resubmitting applications to MHCLG, which if approved, will bring more wards in over the next year. Should this happen, the contribution will increase accordingly.

How would this affect users of this service?

No services will be reduced, in fact to the contrary, additional income will be invested to additional resources targeting improvements in the Private Rented Sector.

Key milestones

A further application to MHCLG for selective licensing in more wards. We anticipate that if we are successful additional wards would come on stream in April 2019.

Key consultations

Further public consultation will need to be undertaken in order to make an application to MHCLG.

Key risks and mitigations

- Further application unsuccessful.
- Low levels of applications.
- High levels of appeals of Civil Penalty Notices

Legal Comments

Civil penalties under the Housing and Planning Act 2016 have already been introduced by the Cabinet. How much money that is retrieved in fines will depend on how many landlords commit breaches and how many successful prosecutions take place, which will leave them liable to pay civil penalties.

PHS will carry out further research regarding which additional wards in the borough to extend selective licensing and then carry out the necessary consultation. It is not clear which wards where the extension of selective licensing will be sought but the Cabinet will make a decision after consultation and the decision will need to be approved by the Secretary of State. An EIA would need to be carried out during the consultation process. This would be beneficial for tenants though this could have an adverse impact on landlords, some of whom could have protected characteristics.

The costs of licensing fees will need to be in a two stage process following the Gaskin v Richmond judicial review challenge – one to cover the costs of processing the application and one to cover the costs of the scheme (if the application for a

licence is successful). Any increase in fees would need to be justified to cover the costs of administering the selective licensing scheme.

As for what fees can cover, under section 87(7) of the Housing Act 2004, it can cover all costs incurred by the Council in carrying out its functions under Part 3 of the Housing Act 2004 in relation to selective licensing and all costs incurred by the Council in carrying out their functions under Chapter 1 of Part 4 (i.e. interim and final management orders) in relation to houses that come within the selective licensing regimes.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	N
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Hakeem Osinaike
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Budget Options Information

Reference:	CWB008
Service(s):	Single Homelessness
Lead Member(s):	Cllr Southwood

Savings Proposals:	Reduction in the cost of the Single Homelessness Team and supporting people budget, by using New Burdens money to fund posts in the Single Homelessness Team (Flexible Homelessness Support Grant)
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	873
Total post numbers in the services(s) (FTE):	19

	2019/20	2020/21
	£'000	£'000
Proposed saving:	400	0
	FTE	FTE
Proposed staffing reduction	0	0

Proposed savings

The Housing Related Support (Supporting People) budget funds posts in what was the Start Plus service, within the Care & Support Team. This team has recently been restructured, to create the Single Homelessness Team, in response to the Homelessness Reduction Act 2017.

The Government have announced new burdens money, with a national pot of £61m, which will be distributed to Local Authorities over the next two years. Brent will receive approximately £1m funding over the next two years.

This proposal offers this fund to make a reduction in the cost of the Singles Homelessness Team by up to £400k.

How would this affect users of this service?

Service users will not be affected as this proposal only concerns how the Single Homelessness Team is funded rather than a reduction of the team, which will have no direct impact on service delivery.

The key question to clarify is whether the proposed changes and savings will hinder the Council in complying with its statutory duties under the Homelessness Reduction Act 2017. However, by using available government funding to support the team, the Council will continue to meet its statutory obligations.

Key milestones

n/a

Key consultations

n/a

Key risks and mitigations

- The New Burdens money is only guaranteed for the next two years, and will be reviewed after year 1. The funding may be reduced or cease all together in future years, so need to be mindful of the impact this will have on the future budget.
- There is a potential funding gap for the homelessness service from 2020/21 and some of the various grants being received from the government are being banked to reduce that gap. Using some of the fund to pay for this team now, could create a further gap in the future.
- It should be noted that any cut to the Housing Related Support (Supporting People) budget will have an impact on the service provided to single homeless households, at a time when we are forecasting an increase in demand with the implementation of the Homeless Reduction Act 2017.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	n/a
Particular ethnic groups	n/a
Men or Women (include impacts due to pregnancy/maternity)	n/a
People of particular sexual orientation/s	n/a
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	n/a
People in particular age groups	n/a
Groups with particular faiths/beliefs	n/a
Marriage / civil partnership	n/a

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Hakeem Osinaike
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Budget Options Information

Reference:	CWB009
Service(s):	TA Reform
Lead Member(s):	Clr Southwood

Savings Proposals:	Increased acquisition of private sector accommodation through I4B to meet demand from homeless households and thereby avoiding cost of future Temporary Accommodation (TA) provision, especially when South Kilburn TA units are no longer available.
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	1,753
Total post numbers in the services(s) (FTE):	12

	2019/20	2020/21
	£'000	£'000
Proposed saving:	0	600
	FTE	FTE
Proposed staffing reduction	0	0

Proposed savings

The Housing Needs service is currently making use of units on the South Kilburn (SK) Regeneration site, as Temporary Accommodation (TA) to accommodate homeless households. This is an effective use of this stock while units are waiting to be redeveloped, as it not only avoids having to pay for TA units to accommodate homeless households, it also generates an income to the GF in excess of £1m through rent charged to offset TA costs. However the number of units that will be available on the SK site for use as TA will diminish over the next 5 years, as the redevelopment programme is concluded by 2024.

I4B is already acquiring 300 units on the private market to help meet the demand from homeless households. It is proposed that this investment is doubled to acquire a further 300 units, to mitigate the impact of the loss of TA provision on the SK site, and so avoid the cost of having to accommodate homeless households in TA

How would this affect users of this service?

Due to the lack of supply of social housing the Council is using the power to meet new demand from homeless households with accommodation in the Private Rented Sector (PRS). However, there is an insufficient supply of PRS accommodation that is affordable in Brent.

Increasing the supply of affordable PRS accommodation for homeless families will result in a decrease in the use of Temporary Accommodation, and so will have a positive impact on service users.

There are no Public Sector Equality issues involved. There would need to be a careful assessment and management of the risks involved – especially the need for the Council to borrow and to avoid market saturation.

Key milestones

- Properties Acquired
- Refurbishment
- Letting in accordance with the Council's Placement Policy

Key consultations

None

Key risks and mitigations

- Significant borrowing will be required to achieve the investment needed in street purchases
- Possible market saturation

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	No
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	
Lead officer for this proposal:	Hakeem Osinaike

Budget Options Information

Reference:	CWB010
Service(s):	First Wave Housing
Lead Member(s):	Cllr Southwood

Savings Proposals:	Increased income generation through an investment in 50 units of Private Sector accommodation by First Wave, let at market rates
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	0
Total post numbers in the services(s) (FTE):	0

	2019/20	2020/21
	£'000	£'000
Proposed saving:		£250
	FTE	FTE
Proposed staffing reduction	0	0

Proposed savings

First Wave, as a Registered Provider and an arms-length wholly owned company of the Council, is able to invest in market rent properties. We are exploring what level of investment is required for this and how much income it will generate. The additional income can be used to offset General Fund costs and is based on an initial loan arrangement fee in year one and interest from a small number of units and then annual on lending income to the Council from interest on 50 units. The First Wave Board and business plan would need to agree the investment and consider the business risks to the company.

How would this affect users of this service?

There would be no effect on users of the current service. The service would be a new service and provided to customers able to rent from the private market. The introduction of this service is to create a surplus to support other activities of the Council and more affordable housing.

Key milestones

- Full business case complete 30th November.
- Loan agreement agreed circa £17,500,000 (average £350 per unit) creating a set up fee for the council of £175,000 and an annual loan interest income from 2020 of £52,500 based on 6.0% loan rate.
- 10 private market rented units purchased by April 2019 and 50 units by April 2020.
- 10 private rented units let by June 2019 and 50 units let June 2020.

Key consultations

- First Wave Board of Directors
- i4B Programme Manager – Chris Brown

Key risks and mitigations

- Significant borrowing will be required to achieve the investment needed following the acquisition of street properties for market rent and the standards will need to be higher than those of social or PRS/i4B properties in order to attract market renter at market rents.
- Properties acquired will need to be in locations able to attract a market rent 20% higher than Local Housing Allowance rents. This is challenging with an assumed average purchase price of £350k per unit.
- Market rent customers currently have significant choice in Brent due to significant volumes of market rental accommodation becoming available in particular, Wembley Park, Wembley High Street, Alperton and South Kilburn. In addition a number of development companies are changing their financial model from sales to rent to manage market changes and uncertainty.
- First Wave Housing currently has a Loan agreement with LB Brent at a market rate of circa 6.0%. LB Brent is able to benefit from a loan arrangement fee circa 1% of the loan.
- Through the loan arrangement LB Brent is able to make a surplus through 'on lending' to First Wave Housing.
- Although the council would financially benefit as a lender it is unproven that First Wave Housing would be able to sustain the borrowing and deliver services without subsidising the product from its other income.
- A full business case would be required to the First Wave Board to evidence the ability of First Wave Housing to repay the loan and manage this new product provide the service required to tenants. A detailed finance model will be required to take into account key variables including;
 - The Yield (margin following deduction of costs)(Net Yield) – This very much depends on :
 - Interest rate – to avoid failing state aid rules and to generate a surplus to LB Brent the loan agreement would need to set interest rates circa 6%. As the loan set up fee and annual interest are critical aspect interest. First Wave Housing current loan agreement is circa 6% although it purchased its stock ten

years ago at a lower market price. In contrast i4B has a preferential loan as it provides sub market rented accommodation and affordable housing products.

- There is a real risk of over inflating the local market currently buying (£60m) 150 Brent properties for PRS, £25m of properties for NAIL, we want to request the purchase of another 100 I4B PRS properties next year. In reality we would need block purchases at a good price
 - Availability of suitable properties – A restriction on the PRS programme at the moment is the availability of suitable properties on the market to buy. This scarcity will be exaggerated for the purchase of properties suitable for market rent as location and quality is critical if the product is to achieve rents circa Local Housing Allowance plus 20%.
 - The additional cost of refurbishing properties to a standard expected by market rental customers.
 - Housing management, works and repair costs – I4B and First Wave would be able to amend their services to deliver.
- As First Wave Housing is an established business with fewer risks than i4B housing an exploration of the relative merits of this product being placed with First Wave Housing or i4B. i4B explored market renting during the development of its 2018/2019 business plan but removed the product from its final proposals.
 - Rent levels – assume rates 20% higher than Local Housing Allowance.
 - Surpluses will lag purchases so no quick revenue win.
 - Corporation tax may consume 20% of the surplus before dividend is paid although as First Wave is a settled business the expenditure may act to limit the requirement to pay corporation tax.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	No
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	N/A
Deadline:	N/A
Lead officer for this proposal:	Hakeem Osinaike

Budget Options Information

Reference:	CWB012
Service(s):	Supporting People
Lead Member(s):	Cllr Farah

Savings Proposals:	Supported Living and Housing Related Support – to challenge and renegotiate the current highest costing Supported Living places. To analyse void costs and ensure people who no longer require SP are moved on to PRS or into permanent accommodation based care solution.
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	4,353
Total post numbers in the services(s) (FTE):	0

	2019/20	2020/21
	£'000	£'000
Proposed saving:	250	0
	FTE	FTE
Proposed staffing reduction	0	0

Proposed savings

The proposal is to review and renegotiate the highest cost supported living placements, whilst also reviewing the through put of people in housing related support funded services. The current intention for HRS accommodation is that it provides a step-down option to support people to live independently in the community, however, in some cases this is not happening. We will review people who have been living in HRS funded accommodation for over 3 years and identify move on plans to support them into other forms of accommodation. This will allow us to reduce the overall amount of HRS required.

How would this affect users of this service?

Some individuals who have been living in HRS funded accommodation may be settled and resistant to moving on. Individual plans will be produced in consultation with residents regarding their longer term housing solution, and no resident will be evicted without a housing alternative in place.

Key milestones

Identification of highest cost placements.

Agreed negotiation strategy for negotiating the cost of placements

Identification and review of people who have been in HRS accommodation for over 3 years.

Development of a prioritised list for move on.

Work with housing colleagues to identify alternative housing solutions.

Support individuals to implement alternative housing (and if required) support plans.

Key consultations

Individual consultation will be required with identified individuals, and with their families.

Key risks and mitigations

Risks involve unwillingness of long term residents to move on. Risk will be mitigated through individual consultation and review of individual needs and then working with housing colleagues to identify alternative housing options.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Martin Crick
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Budget Options Information

Reference:	CWB013
Service(s):	NAIL
Lead Member(s):	Cllr Farah

Savings Proposals:	Increasing NAIL provision to support more users, but also developing provision to support higher need users and support some users who would have gone into nursing care.
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	11,000
Total post numbers in the services(s) (FTE):	0

	2019/20	2020/21
	£'000	£'000
Proposed saving:	0	2,000
	FTE	FTE
Proposed staffing reduction	0	0

Proposed savings

Despite successful demand management within ASC, the number of people requiring and who are eligible for services is increasing. Therefore we are proposing increasing the number of NAIL units we develop to help mitigate the cost pressure of this demand, but also developing specialist provision to cater for people who might otherwise have needed nursing care.

How would this affect users of this service?

Outcomes for individuals in residential and nursing care and poor – lower life expectancy and poorer quality of life. Individuals who are supported in their own accommodation and who remain in the community have much better outcomes, therefore the impact on service users will be positive.

Key milestones

Identification of additional sites suitable for building or converting into 40+ unit extra care facilities. An additional 59 units of high support NAIL will be required to achieve the savings target.

Once identified, the process for designing, building and managing the construction process will need to be followed, alongside the commissioning of a care provider, identification of suitable individuals to move and individual reviews for all of the identified people.

Key consultations

Individual consultation will be required with identified individuals, and with their families. Depending on the sites located, consultation with neighbours or the community through the planning process may be required.

Key risks and mitigations

Risk involve time delays and unexpected cost when developing provisions. NAIL has been running successfully for 2 years and there has been a lot of useful learning in this time that helps us to mitigate these risks. This includes the use of the HCIB board to monitor the progress of projects with a cross council board who can progress issues if required, stronger relationships between different departments within the Council and stronger project management tools and resources.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Helen Woodland
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Budget Options Information

Reference:	CWB014
Service(s):	CHC
Lead Member(s):	Cllr Farah

Savings Proposals:	Continuing Health Care (CHC) – Continue to challenge decisions regarding CHC assessments at every point of referral.
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	£ (5,515)
Total post numbers in the services(s) (FTE):	0

	2019/20	2020/21
	£'000	£'000
Proposed saving:	400	0
	FTE	FTE
Proposed staffing reduction	0	0

Proposed savings

Robust challenge during CHC assessment process where cost should be met by health. Health are continuing to fund a full time CHC/Adult Social Care (ASC) post to ensure we have specialist input into assessments and the ability to challenge. Agreed changes to procedure, including ceasing funding placement awaiting a CHC assessment or decision on a without prejudice basis, and ceasing paying the total placement cost and recharging the CCG.

How would this affect users of this service?

Where the process results in CHC funding or an increase in CHC funding for an individual, this is a positive outcome for the person as it means less or none of their package is chargeable, and ensures closer health oversight as appropriate. Where placements are not funded on a without prejudice basis, the impact is likely to be that individuals will wait longer for placements to be agreed. However, this can be mitigated through robust challenge of the CCG around timescales.

Key milestones

Changes to the CHC process have already been implemented, including the Council stopping funding placements on a without prejudice basis and paying the full cost of the placement then recharging the CCG.

The process for challenging CHC decisions and assessment is also in place, and is being continuously delivered.

Key consultations

None required.

Key risks and mitigations

Risk that health are reject challenges or do not accept liability for costs.

Risks is mitigated through ongoing partnership working with health and continuing dialogue when challenging.

A further risk is that costs saved through robust challenge are offset by the transfer of costs/packages that have previously been fully CHC funded by health to social care. Currently, social care are not involved in these assessment and have no say where CHC is reduced from fully funded to joint funded. Further work is needed to identify these costs. Mitigation will be through discussion and agreement of a joint process with health for packages where costs are being transferred, and discussion of a joint CHC team.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Helen Duncan-Turnbull
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Budget Options Information

Reference:	CWB015
Service(s):	Homecare
Lead Member(s):	Cllr Farah

Savings Proposals:	Recommissioning homecare packages above Brent's average rate
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	19,600
Total post numbers in the services(s) (FTE):	0

	2019/20	2020/21
	£'000	£'000
Proposed saving:	380	0
	FTE	FTE
Proposed staffing reduction	0	0

Proposed savings

Brent has set a sustainable hourly rate for homecare, both through using market intelligence and through developing a local cost model. For 2018/19, the average hourly rate for all home care providers was £15.04.

However, we do have some providers who receive more than £15.04. The proposal is to negotiate/re-commission all providers so that Brent pays a single hourly rate for all home care packages.

In 17/18 there was approx. £380k of spend that is above the Brent average hourly rate.

How would this affect users of this service?

If providers were not willing to renegotiate their rate, then we would potentially consider moving the service that an individual receives to a provider who would accept the hourly rate. This could be disruptive for some service users who have formed a relationship with their carer. This could be mitigated by offering those individuals a direct payment so they could employ their own carer directly, but many individuals may not want to take up this option.

Key milestones

- Identify packages funded above the hourly rate, arrange for individual reviews.
- Arrange price negotiation discussions with relevant providers
- Determine whether package of care could be moved to another agency if provider will not accept new rate.
- Offer DPs to individuals who do not wish for their package of care to be moved.

Key consultations

Individual consultation with service users and their families regarding changing care provider if required.

Key risks and mitigations

Capacity in the homecare market is challenging, and despite our local hourly rate being sustainable for the borough, surrounding borough are willing to pay a higher hourly rate to the same providers.

Brent's average hourly rate in 17/18 was £14.51. This is comparable to Harrow, but less than some of our other WLA neighbours.

It should also be noted that although our hourly rate in 18/19 has increased to £15.04 due to an increase in the National Living Wage,

It is also worth noting that some of the packages where costs are above our average rates are specialist packages where clients have very complex or challenging needs (for example, one package is delivered by a specialist deafblind provider, and several are packages for children with complex needs in the transitions team). Similarly, complexity and acuity of people requiring home care is increasing, and some packages are higher cost due to the risk or acuity of the service user, which can include people who are very difficult to place or who have very challenging behaviour.

Risk will be mitigated by accepting a certain percentage of packages are outliers and will therefore be exempt from re-negotiation. Further mitigation includes extensive market engagement to ensure that there is enough capacity to mitigate against provider refusing to negotiate or accept our average price.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N

People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Helen Woodland
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Budget Options Information

Reference:	CWB016
Service(s):	Placement Review
Lead Member(s):	Cllr Farah

Savings Proposals:	Continuing robust challenge of individual package costs based on evidence as part of annual placement reviews.
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	18,000
Total post numbers in the services(s) (FTE):	0

	2019/20	2020/21
	£'000	£'000
Proposed saving:	350	0
	FTE	FTE
Proposed staffing reduction	0	0

Proposed savings

There are currently over 180 placement care packages, which cost the Council over £1000 a week.

A number of these packages will be reviewed as part of the NAIL programme, and the person will move to supported living or extra care accommodation where that is appropriate. However, for those people where a move to supported living or extra care is not appropriate, the Council needs to ensure that the rate paid is value for money. This saving proposal is focused on those placements and negotiating the price of these placements down to ensure they are value for money.

How would this affect users of this service?

Negotiation of price of placement will have no impact on service users.

Key milestones

The Residential and Nursing Commissioning Team are set up to review placements on an annual basis. They have a clear annual work programme, which includes priority allocation of cases above £1,000 per week.

Key consultations

None required.

Key risks and mitigations

Risk that with the move of less complex packages into NAIL provision, the people left in placements are higher acuity and therefore the scope to reduce costs of packages will be less.

Risks are mitigated through robust examination of all provider costs and challenge, as well as development of Supplier Relationship Manager posts in the Commissioning Team to support market development and improve relationships with providers.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Helen Woodland
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Budget Options Information

Reference:	CWB017
Service(s):	Day Care Price Negotiation
Lead Member(s):	Cllr Farah

Savings Proposals:	Re-negotiating the price of all external day care provision.
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	2,700
Total post numbers in the services(s) (FTE):	0

	2019/20	2020/21
	£'000	£'000
Proposed saving:	270	250
	FTE	FTE
Proposed staffing reduction	0	0

Proposed savings

Current externally commissioned day care in Brent is commissioned according to an old fashioned and out of date model. The majority of provision is expensive, building based and does not offer choice and control to service users. Additionally, there is an over provision of traditional day care in Brent, meaning that providers are not transforming their services, and often wish to increase their costs to the council to make up for low take up of their services. Prices for very similar services are variable, and some providers charge extra to the council for transport and meals, while some providers including this in their price.

The commissioning service intends to work with providers to re-negotiate the price of commissioned day care services, to reflect the offer available to Brent service users and to ensure that there is consistency of offer and of pricing. Given that existing provision is out dated, we want to work with providers to agree a fairer price based on the existing model of support. We also believe that it should be possible to re-negotiate transport costs that account for a significant proportion of spend on day care services.

Separately, the Commissioning service is working with providers to redesign day care services into a new model that supports more choice and control and promotes less building based provision.

How would this affect users of this service?

The proposal is not to cut services or to reduce the amount of provision that individuals receive, but rather to re-negotiate price with providers. This will have no impact on the people receiving the service.

Key milestones

- Data collection and analysis of price of day care provision
- Market engagement with providers to present proposals and agree new charges for care
- Implementation of new prices for care in order to achieve savings proposal

Key consultations

Discussions on service costs will happen with providers on a case by case basis, but consultation will not be required under this savings proposal. Similarly, there will not be a requirement to consult with service users, as there are no plans to change or withdraw services under this proposal.

Key risks and mitigations

There is a risk that providers will not accept a price re-negotiation and withdraw services. This is a limited risk for some providers, as the majority (if not all) of their business comes from the local authority. We also have an excess of capacity in the market meaning we can ask providers to be more competitive in their pricing.

We will also engage with providers ahead of changes we want to make to the day care model in Brent and use the engagement work that we'll do to start conversations on new models of care. We want to do this with providers who are committed to working in Brent, but who accept that changes are required to the way services are provided.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N

People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Helen Woodland
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Budget Options Information

Reference:	CWB018
Service(s):	Prevention Contracts
Lead Member(s):	Cllr Farah, Cllr Hirani

Savings Proposals:	Non statutory ASC services will be specified with public health to include a stronger focus on prevention and health promotion.
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	200
Total post numbers in the services(s) (FTE):	0

	2019/20	2020/21
	£'000	£'000
Proposed saving:	200	0
	FTE	FTE
Proposed staffing reduction	0	0

Proposed savings

A number of contracts have been identified that have the potential to contribute to public health outcomes through support for preventative services. These services will be re-specified and recommissioned through the PH grant.

How would this affect users of this service?

The services will be recommissioned to deliver broader outcomes, ASC required outcomes and public health outcomes, so the impact on service users should be positive. This is a re-commissioning proposal with an administrative change in budgets and so if there is an impact in services it will be positive.

Key milestones

1. Identify services which could be re-specified and recommissioned to increase their public health impact.
2. Agree Public Health funding suitability with DPH and Finance
3. Re-specify and undertake procurement.
4. Finance to amend budget coding.

Key consultations

None required.

Key risks and mitigations

There is a risk that changes to the use of PH grants will mean the identified contracts cannot be funded. Risk will be mitigated by ensuring that only preventative and PH contracts are identified.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Helen Woodland
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Budget Options Information

Reference:	CWB021
Service(s):	Housing Association Landlords Scheme (HALS)
Lead Member(s):	Cllr Southwood

Savings Proposals:	Reductions to £1.6m growth in 2019/20 in line with projected conversion of Temporary Accommodation (Housing Association Lease Schemes (HALS) tenants) to reasonable rents.
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	£4,400
Total post numbers in the services(s) (FTE):	n/a

	2019/20	2020/21
	£'000	£'000
Proposed saving:	300	300
	FTE	FTE
Proposed staffing reduction	0	0

Proposed savings

The council is currently spending £70 p/w per family on the HALS scheme, totalling £4.4m pa.

However, many landlords are handing back their HALS leases because they can make more rent in the private market. This means that families in Temporary Accommodation are made homeless, need to move, and the Council needs to find accommodation for them again.

Therefore, the council will cease working with RPs to procure units of temporary accommodation in the private rented sector accommodation under the HALS scheme. Instead, the Council will work with the same RPs to offer a more competitive 'Reasonable Rent' to secure accommodation which can be used to end the main homelessness duty through a nominations agreement with the RPs.

The future funding of the Flexible Homelessness Support Grant (FHSG) is becoming increasingly uncertain beyond 2019/20, which will have a significant financial impact on all forms of "TA accommodation". So the Reasonable Rents scheme would only form part of the financial mitigation required to manage the ongoing funding requirement for TA.

There is a budget growth bid of £1.6m for 2019/20 due to pressures from the increased HALS management fees. The savings in this report are proposing to start recouping the £1.6m growth bid over three years as existing HALS units are converted to Reasonable Rents when they become void.

How would this affect users of this service?

The Reasonable Rent model will mean increased supply of accommodation in Brent by converting a HALS property to a Reasonable Rent property if the landlord won't renew as HALS, rather than losing it, as well as bringing new landlords in. This means more families could stay in Brent, and fewer families would need to move to poor quality and expensive out of borough TA.

Key milestones

Amend the Council's Allocation Scheme to include making offers of short life leased accommodation under Part 6 of the Housing Act 1996 to homelessness households who have been accepted under homelessness legislation.

Key consultations

Consultation with key stakeholders regarding proposed amendments to the Council's Allocation Scheme.

Key risks and mitigations

- Projected conversion rates can be slower than anticipated as new tenants will be placed on reasonable rents when a property becomes void.
- Reasonable Rents are untested and there is a risk that the Rent Officer could give an adverse decision.
- There could be a range of different Rent levels that the Rent Officer feel are "Reasonable". A possible (pessimistic) scenario could be that the Reasonable Rents were not fully funded and only funded under UC to the level of LHA + £50pw, in which case the council could theoretically incur additional estimated costs of £0.9m pa.
- However, in this scenario the Council would mitigate the pressure and adjust its policy in the light of Rent Officer determinations. This would affect which properties are switched to reasonable rents and towards procurement of new properties in the north of the borough.

Legal Comments

An EIA would need to be completed during consultation period of amending allocations scheme, specifically regarding the proposal to make offers of short life accommodation under the allocations scheme to homeless household applicants. Homeless applicants would be treated differently from other applicants on the allocations scheme as other applicants would not be provided with offers of short life accommodation. An EIA would be required to clarify if there are any potential

adverse impacts on persons with protected characteristics as a result of this proposal to make short life offers of accommodation to homeless persons (as opposed to other applicants for housing under the Council's allocations scheme).

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	
Particular ethnic groups	
Men or Women (include impacts due to pregnancy/maternity)	
People of particular sexual orientation/s	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
People in particular age groups	
Groups with particular faiths/beliefs	
Marriage / civil partnership	

We are about to start public consultation on the Allocation Scheme review, part of which will determine the introduction of the reasonable rents scheme. The outcome of the consultation will be a proposed revised allocation scheme to Cabinet. The report to Cabinet will include an EIA on the whole scheme, which of course includes Reasonable rents.

EIA required?:	Yes
EIA to be completed by:	Laurence Coaker
Deadline:	February 2019

Lead officer for this proposal:	Hakeem Osinaike
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Budget Options Information

Reference:	R&E001
Service(s):	Environmental Improvement
Lead Member(s):	Cllr Sheth

Savings Proposals:	Further Street Lighting Efficiencies
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	£250k
Total post numbers in the services(s) (FTE):	N/A

	2019/20	2020/21
	£'000	£'000
Budget implications:		£100k
	FTE	FTE
Proposed staffing reduction	N/A	N/A

Budget Implications

An additional £0.1m p.a. could be saved through a further rigorous review of lighting levels at a highly localised level across the borough.

How would this affect users of this service?

Some users may notice lower lighting levels than expected at certain locations, especially given that previous reductions have been made. Any impact must not be sufficient to affect lighting levels required for road safety, or to meet expectations of community safety.

Key milestones

Complete review and implement detailed Lighting Plan – 2019

Key consultations

N/A. Resident and visitor feedback on lighting levels could be acted on quickly.

Key risks and mitigations

Some users will likely notice lower lighting levels than expected at certain locations. Should the lighting level not be acceptable at a specific location the CMS does allow corrective adjustments to be made rapidly.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	No
Disabled people	
Particular ethnic groups	
Men or Women (include impacts due to pregnancy/maternity)	
People of particular sexual orientation/s	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
People in particular age groups	
Groups with particular faiths/beliefs	
Marriage / civil partnership	

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Chris Whyte
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Budget Options Information

Reference:	R&E002A
Service(s):	Environmental Improvement
Lead Member(s):	Cllr Sheth

Savings Proposals:	Remove Litter Picking on Zone 5 Roads
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	£ 6m
Total post numbers in the services(s) (FTE):	

	2019/20	2020/21
	£'000	£'000
Budget implications:	£180K	-
	FTE	FTE
Proposed staffing reduction	N/A	N/A

Budget Implications

An £180k full year saving of contract operational costs. The process required to obtain agreement and to develop an operational plan means there is no opportunity to bring forward savings to this financial year.

How would this affect users of this service?

This would see residential roads cleansed less often.

Key milestones

- Negotiation with Veolia – Sep 2018
- Decision – Late 2018 / Early 2019
- Communications – Jan – March 2019

Key consultations

- Veolia
- Residents
- Businesses

Key risks and mitigations

- Negative impact on cleansing standards
- Negative impact on Customer Satisfaction
- Direct impact on KOT's
- Hinder ability to achieve KOTs and performance targets.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	No
Disabled people	
Particular ethnic groups	
Men or Women (include impacts due to pregnancy/maternity)	
People of particular sexual orientation/s	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
People in particular age groups	
Groups with particular faiths/beliefs	
Marriage / civil partnership	

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Chris Whyte
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Budget Options Information

Reference:	R&E002B
Service(s):	Environmental Services
Lead Member(s):	Cllr Sheth

Savings Proposals:	Remove Litter Bins in Zone 5
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	£6m
Total post numbers in the services(s) (FTE):	N/A

	2019/20	2020/21
	£'000	£'000
Budget implications:	£70K	-
	FTE	FTE
Proposed staffing reduction	N/A	N/A

Budget Implications

A full year £70k saving of contract operational costs. The process required to obtain agreement and to develop an operational plan means there is no opportunity to bring forward savings to this financial year.

How would this affect users of this service?

There would be fewer bins available to residents seeking to dispose of litter.

Key milestones

- Negotiation with Veolia – Sep 2018
- Decision – Late 2018 / Early 2019
- Communications – Jan – March 2019
- Removal of bins – March 2019

Key consultations

- Veolia
- Residents
- Businesses

Key risks and mitigations

- Negative impact on cleansing standards
- Negative impact on Customer Satisfaction
- Direct impact on KOT's
- Hinder ability to achieve KOTs and performance targets.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	No
Disabled people	
Particular ethnic groups	
Men or Women (include impacts due to pregnancy/maternity)	
People of particular sexual orientation/s	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
People in particular age groups	
Groups with particular faiths/beliefs	
Marriage / civil partnership	

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Chris Whyte
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Budget Options Information

Reference:	R&E003
Service(s):	Environmental Improvement
Lead Member(s):	Cllr Sheth

Savings Proposals:	Reduce parks infrastructure spend to leave resource for reactive works only.
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	£310k
Total post numbers in the services(s) (FTE):	N/A

	2019/20	2020/21
	£'000	£'000
Budget implications:	£200k	
	FTE	FTE
Proposed staffing reduction	N/A	N/A

Budget Implications

£200k could be removed from the Parks maintenance revenue budget on the basis this would leave sufficient resource for reactive repairs.

How would this affect users of this service?

This should not affect parks users.

Key milestones

Has been introduced early in 2018/19.

Key consultations

None required.

Key risks and mitigations

Separate capital improvement proposals are being considered that will improve the infrastructure of our parks and so mitigate the impact of a reduced reactive maintenance budget.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	No
Disabled people	
Particular ethnic groups	
Men or Women (include impacts due to pregnancy/maternity)	
People of particular sexual orientation/s	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
People in particular age groups	
Groups with particular faiths/beliefs	
Marriage / civil partnership	

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Chris Whyte
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Budget Options Information

Reference:	R&E004
Service(s):	Regeneration – Building Control
Lead Member(s):	Cllr Tatler

Savings Proposals:	Brent Building Control continues to show a good track record in competitively winning major projects through partnership schemes. Unless there is a major economic downturn we expect to improve our income position by focussing on discretionary services. A flexible ‘associates’ resourcing model is being implemented to allow the service to operate effectively on projects across the London and south east region. The proposed savings comprise fees earned due to increase in volume of work and providing additional services through associates.
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	(413)
Total post numbers in the services(s) (FTE):	16.8

	2019/20	2020/21
	£'000	£'000
Proposed saving:	176	35
	FTE	FTE
Proposed staffing reduction	0	0

Proposed savings

The generation of additional income by the Building Control team. £100k is adjusting the budget to match current workload, with the remainder to come from out-of-borough associate work.

How would this affect users of this service?

No significant impact expected.

Key milestones

In implementation

Key consultations

None

Key risks and mitigations

Down turn in the economy - keep close monitor / develop further partnerships
Unexpected government policies affecting Building Control resulting from Grenfell

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	None
Disabled people	
Particular ethnic groups	
Men or Women (include impacts due to pregnancy/maternity)	
People of particular sexual orientation/s	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
People in particular age groups	
Groups with particular faiths/beliefs	
Marriage / civil partnership	

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Aktar Choudhury
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Budget Options Information

Reference:	R&E005
Service(s):	Regeneration - Employment, Skills and Enterprise
Lead Member(s):	Cllr Agha, Cllr Tatler

Savings Proposals:	<p>A combination of staff reductions and additional income to generate the savings.</p> <p>Income projections will depend on securing external funding and sponsorships and further increasing take up on some courses within START.</p>
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	335
Total post numbers in the services(s) (FTE):	48.97 (Does not include Tutors)

	2019/20	2020/21
	£'000	£'000
Proposed saving:	380	-
	FTE	FTE
Proposed staffing reduction		

Proposed savings

This saving would be generated through a combination of efficiencies, primarily rationalisation of staffing in management positions and more efficient delivery of Brent Start courses and income from fees and external grants.

Cost Centre	Source of saving	Amount £'000
B08161 – Brent Start/ ESFA	Efficiencies	(87)
	Income from fees and grant	(50)
B08095	Efficiencies	(223)
	Income from grant	(20)
Total		(380)

How would this affect users of this service?

The main implication of the staffing reductions will be further capacity limitations of undertaking developmental work and potential servicing of strategic work.

Key milestones

Staff Consultation

Key consultations

Affected staff

Key risks and mitigations

START service provides an income stream for other council departments- service changes could impact on other department income streams.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	N
Disabled people	
Particular ethnic groups	
Men or Women (include impacts due to pregnancy/maternity)	
People of particular sexual orientation/s	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
People in particular age groups	
Groups with particular faiths/beliefs	
Marriage / civil partnership	

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	N
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Matt Dibben
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Budget Options Information

Reference:	R&E006
Service(s):	Environmental Improvement
Lead Member(s):	Cllr Sheth

Savings Proposals:	Expand Litter Patrol Activity
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	£250k
Total post numbers in the services(s) (FTE):	N/A

	2019/20	2020/21
	£'000	£'000
Budget implications:	£200K	-
	FTE	FTE
Proposed staffing reduction	N/A	N/A

Budget Implications

This proposal would provide additional litter enforcement capacity in order to improve the condition of the public realm. Increased deployment would see more litter hot-spots targeted for improvement and would provide £200k additional litter fines per annum. There is opportunity to bring savings forward as the proposal is simply an expansion of existing operational arrangements.

How would this affect users of this service?

This proposal would see additional enforcement officers deployed on Brent streets and this will create an overall improvement in the condition of the public realm.

Key milestones

Recruitment from October 2018

Key consultations

None required because this would be a simple expansion of existing arrangements.

Key risks and mitigations

The main risk is that the revenue from enforcement fails to cover operational costs to the extent that is forecast. Mitigation would be a carefully managed and intelligence-led operation that is likely to be most effective in countering waste and litter offences.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	No
Disabled people	
Particular ethnic groups	
Men or Women (include impacts due to pregnancy/maternity)	
People of particular sexual orientation/s	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
People in particular age groups	
Groups with particular faiths/beliefs	
Marriage / civil partnership	

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Chris Whyte
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Budget Options Information

Reference:	R&E007
Service(s):	Regeneration – Planning Enforcement
Lead Member(s):	Cllr Miller

Savings Proposals: (Appendix A)	Planning Enforcement has consistently recovered proceeds of crime act (POCA) monies through planning related investigations and prosecutions. This track record provides sufficient confidence to offer up the equivalent of circa 1.5 posts, to be funded from POCA proceeds.
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	402
Total post numbers in the services(s) (FTE):	9

	2019/20	2020/21
	£'000	£'000
Proposed saving:	60	-
	FTE	FTE
Proposed staffing reduction	0	0

Proposed savings

Use of POCA receipts to fund 1.5 posts. Savings can be brought forward to 18/19.

How would this affect users of this service?

No impact

Key milestones

In implementation

Key consultations

None

Key risks and mitigations

High dependency on other council support POCA work including strong support from Legal. Need to ensure resources are maintained within Legal.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	None
Disabled people	
Particular ethnic groups	
Men or Women (include impacts due to pregnancy/maternity)	
People of particular sexual orientation/s	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
People in particular age groups	
Groups with particular faiths/beliefs	
Marriage / civil partnership	

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Tim Rolt
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Budget Options Information

Reference:	R&E008
Service(s):	Regeneration - Licensing
Lead Member(s):	Cllr Miller

Savings Proposals:	<p>A potential increase in revenue arising from increased activity in Wembley.</p> <p>Improvement works on Olympic Way should be largely complete by 2020. The improvements should result in an increase in the number of events at Wembley and with it an increase in the workload for the Licensing service.</p>
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	(154)
Total post numbers in the services(s) (FTE):	7

	2019/20	2020/21
	£'000	£'000
Proposed saving:		50
	FTE	FTE
Proposed staffing reduction		

Proposed savings

Income from additional licensing arising from increased activity in Wembley after 2020. The additional income cannot be generated until Olympic Way works are complete.

How would this affect users of this service?

No impact

Key milestones

Completion of Olympic Way

Key consultations

None

Key risks and mitigations

Delay in completing Olympic Way - Work closely with Quintain to ensure works progress to plan.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	None
Disabled people	
Particular ethnic groups	
Men or Women (include impacts due to pregnancy/maternity)	
People of particular sexual orientation/s	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
People in particular age groups	
Groups with particular faiths/beliefs	
Marriage / civil partnership	

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	None
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Alice Lester
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Budget Options Information

Reference:	R&E009
Service(s):	Regeneration – Planning – Development Control
Lead Member(s):	Cllr Tatler

Savings Proposals:	Increased income arising from 20% increase on planning application fees (except prior approvals) and expected rise in planning applications from increased housing targets
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	46
Total post numbers in the services(s) (FTE):	37.14

	2019/20	2020/21
	£'000	£'000
Proposed saving:	350	
	FTE	FTE
Proposed staffing reduction		

Proposed savings

Increased income from a 20% uplift in Planning Fees - this is a Central Government initiative. Also expected rise in the number of planning applications arising from increased housing targets.

How would this affect users of this service?

Small developers and residents will be affected by the increased fees.

Key milestones

London Plan adoption – setting new targets for homes.

Key consultations

None

Key risks and mitigations

Downturn in development activity.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	None
Disabled people	
Particular ethnic groups	
Men or Women (include impacts due to pregnancy/maternity)	
People of particular sexual orientation/s	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
People in particular age groups	
Groups with particular faiths/beliefs	
Marriage / civil partnership	

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	None
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Alice Lester
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Budget Options Information

Reference:	R&E010A
Service(s):	Neighbourhood Management
Lead Member(s):	Cllr Sheth

Savings Proposals:	Revision of Opening Hours at the Re-use and Recycling Centre at Abbey Road
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	£440K
Total post numbers in the services(s) (FTE):	N/A

	2019/20	2020/21
	£'000	£'000
Budget implications:	£60k	-
	FTE	FTE
Proposed staffing reduction	N/A	N/A

Budget Implications

£60k will be saved by reducing opening hours.

How would this affect users of this service?

The site is currently open 7 days a week from 8am till 4pm.

This proposal would seek to revise and reduce those opening hours, making the site still available at busy times but closing the site at times when visitor numbers are known to be low.

The site would therefore no longer be available to residents for the disposal of waste items at certain times which are now currently available.

Key milestones

- Agreement on approach with WLWA – October 2018
- Cabinet Decision Autumn 2018
- Communications Programme Jan – March 2019
- Revised Operating Hours – April 2019

Key consultations

- All users of the site, WLWA, neighbouring boroughs

Key risks and mitigations

A consequence of reduced operating hours may mean the site is less accessible to some users. This may lead to an increase in the dumping of waste. Customer satisfaction may be impacted in that some customers may have become used to visiting the site at certain times that may no longer be available. That may be a considerable inconvenience depending on individual circumstances. The site is currently marketed as a free alternative to the green bin service for the disposal of garden waste. Reduced operating hours may compromise that offer for some customers, depending on their circumstances.

Any revision of hours should retain access at busy times and ensure closure only applies to periods when visitor numbers are likely to be low.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	No
Disabled people	
Particular ethnic groups	
Men or Women (include impacts due to pregnancy/maternity)	
People of particular sexual orientation/s	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
People in particular age groups	
Groups with particular faiths/beliefs	
Marriage / civil partnership	

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Chris Whyte
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Budget Options Information

Reference:	R&E018
Service(s):	Environmental Services
Lead Member(s):	Cllrs Sheth, Miller and Tatler

Savings Proposals:	Staffing and Structures – Removal of circa 40 FTE – VR Offer and Compulsory.
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	£4m
Total post numbers in the services(s) (FTE):	N/A

	2019/20	2020/21
	£'000	£'000
Budget implications:	£1,524K	450
	FTE	FTE
Proposed staffing reduction	N/A	N/A

Budget Implications

An annual £1,974k saving of staff salary costs. Some offset may be due with respect to redundancy, severance and the cost of service redesign and possible re-evaluation of other posts. There is potential for savings to be brought into this financial year, depending on vacancies that arise.

How would this affect users of this service?

This would be a 'downsizing' exercise that will make teams leaner and would require a remodelling of structures to mitigate the impact on service delivery.

Key milestones

Managing change consultations as appropriate and also vacancies held and removed throughout the year.

Key consultations

Affected staff as and when required.

Key risks and mitigations

The opportunity could be limited to voluntary redundancy applications that are agreed. Further mitigation of the impact on staff could be through holding and removing vacant posts. Initial investigation of likely interest in VR suggests no compulsory redundancies are likely to be necessary.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	No
Disabled people	
Particular ethnic groups	
Men or Women (include impacts due to pregnancy/maternity)	
People of particular sexual orientation/s	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
People in particular age groups	
Groups with particular faiths/beliefs	
Marriage / civil partnership	

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Chris Whyte
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Budget Options Information

Reference:	R&E022A
Service(s):	Community Protection
Lead Member(s):	Cllr Miller

Savings Proposals:	Stop Met Patrol Plus provision from April 2020
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	400k
Total post numbers in the services(s) (FTE):	12

	2019/20	2020/21
	£'000	£'000
Proposed saving:		400
	FTE	FTE
Proposed staffing reduction		12

Proposed savings

The 12 Met Patrol Plus officers known as the 'Partnership Tasking Team' (PTT) for year 17/18 have recorded over 4000 responses related to the Safer Brent Partnership priorities; namely, Anti-Social Behaviour, Gangs, Serious Violence, Domestic and Sexual Abuse, Child Sexual Exploitation, Offender Management and Hate Crime.

Such responses have included various outcomes: 1900 disruptions, over 200 arrests, over 100 weapon sweeps and 200 PSPO/CPN/FPN warnings and fines being issues. As well as enforcement the PTT have also lead positive Police engagement in our community, more than 120 times.

This resource and related responses as outlined above is additional asset to current borough Police resource. It is proposed to stop Met Patrol Plus service from April 2020.

This option is to remove the service altogether from 2020 thus saving £400k.

This will heavily reduce outcomes and responses.

How would this affect users of this service?

Impact on staff – Removed multi-faceted asset and resource to task/deploy on a proactive and more importantly reactive response. Our PTT are multifaceted police officers, as they have a specific understanding and knowledge base focused to our needs which can also be flexible. This would normally not be the case for any other borough Police officer.

Increased time liaising/advocating/waiting for borough Police to ensure Safer Brent Partnership priorities targeted.

No authority over Police tasking.

Impact of residents – reduced Police presence on the streets.

The PTT generally react to complaints made to the council, so residents can clearly see the response to their complaints which is always positive.

Reduced community engagement from specialist Police officers, offering a different dynamic to Policing for residents.

Key milestones

Formally give notice to the Metropolitan Police Service to end/change the contract in September 2019.

Key consultations

Not applicable as the Met Police would still provide a Policing service, albeit not targeted specifically in the areas that the Council and Safer Brent Partnership would like.

Key risks and mitigations

This service is over and above the existing borough Police provision. Borough Police have reduced numbers and focus the asset they do have on MOPAC priorities and more general targeted outcomes.

We will have reduced/zero Police asset to task/deploy and focus on our priorities based on the requests/needs of our residents.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N

People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	N
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	Amar Dave
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Budget Options Information

Reference:	CYP001
Service(s):	School Effectiveness (Coordinating)
Lead Member(s):	Cllr Agha

Savings Proposals:	DSG to make appropriate contribution to the services that support schools and the priority projects agreed by Schools Forum.
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	N/A
Total post numbers in the services(s) (FTE):	N/A

	2019/20	2020/21
	£'000	£'000
Proposed saving:	250	
	FTE	FTE
Proposed staffing reduction	0	

Proposed savings

- Work within the amended regulations to fund some statutory education functions (former ESG retained duties) from the Dedicated Schools Grant. This requires annual approval from the Schools Forum.
- The £250k would be a contribution from the DSG towards the cost of the responsibilities held for all schools. These responsibilities fall under 3 headings;
 - Statutory and regulatory duties (including planning for the education offer as a whole, financial responsibilities for the DSG, internal audit duties, Director of Children's Services)
 - Education Welfare (including statutory duties to promote the educational welfare of children and young people)
 - Asset Management (including general landlord duties for all buildings owned by the LA including those leased to Academies).
- There are approximately 60,000 3 to 19 year olds in maintained and academy settings in the borough. The proposed contribution equates to a cost of £4 per capita.
- 27 of the other London Boroughs make a contribution from DSG towards these retained duties. The average contribution in 2017/18 is £500K. It is recognised in Brent that school funding will be constrained as the national

funding formula is implemented, and a lower than average contribution is proposed.

- Nationally the average contribution to these retained duties by each Local Authority is benchmarked at £16 per head.

How would this affect users of this service?

The users of this service are the schools in the borough and implementing this arrangement would help secure and protect the current delivery levels of services.

Key milestones

- School Forum decision in December 2018.

Key consultations

- Schools will be consulted through Schools Forum on the detail of these proposals to secure approval of the use of these funds. A detailed business case would need to be presented, highlighting the benefits of the services provided, and benchmarking against local and leading authorities.

Key risks and mitigations

- Individual schools experience a lack of impact from these funded services. This risk will be mitigated through regular communication with schools regarding service delivery as part of Council business as usual activity.
- Consultation with Schools Forum on an annual basis leaves annual risk and uncertainty on the service level available. It is proposed to mitigate this risk by submitting Forum decision papers to ask Forum for a decision in principle for a 2 year period.
- Future changes to school funding by national government would remain a risk to this proposal. This risk will be mitigated by regular review of announcements from central Government by the Finance Team and actions being taken in response to any future announcements through Schools Forum to set a balanced DSG budget

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No

People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	No
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Brian Grady
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Budget Options Information

Reference:	CYP002
Service(s):	Forward Planning, Performance and Partnerships
Lead Member(s):	Cllr Patel

Savings Proposals:	Maximising the benefits claimed by care leavers
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	(50) Income budget
Total post numbers in the services(s) (FTE):	0

	2019/20	2020/21
	£'000	£'000
Proposed saving:	150	
	FTE	FTE
Proposed staffing reduction	0	

Proposed savings

- Building on the current savings in the leaving care budget that have resulted from joined up working across the Council to improve the rate of take up of Housing Benefit support.
- Saving equates to a projected increase in benefits take up for a further 50 care leavers.

How would this affect users of this service?

- There should be minimal impact on service users. This saving action is to ensure maximum benefits, particularly housing benefits, are claimed to support users rather than utilise the existing Placements' budget.
- This will assist care leavers in their preparation for independence by moving them into mainstream, universal support.

Key milestones

- Monthly finance and data reporting on progress of benefits take up from October 2018 to Heads of Service and Operational Directors.
- Semi-independent accommodation providers for care leavers will be monitored against support to care leavers to enable improved benefit take up rates within their monthly reports to the Council from December 2018.

Key consultations

- None.

Key risks and mitigations

- Case complexity and structural issues with out of borough providers prevent rapid progress being achieved. Mitigated by enhancing the existing model, the established links with internal Council services (e.g. Housing Benefit) and connections with neighbouring authorities. Regular and consistent training for Personal Advisors on welfare benefits entitlements will ensure young people are able to claim the appropriate support.
- Any changes in welfare regulations will require adjustments to current systems. This will be mitigated by the using the lead in time to any changes to make adjustments to systems.
- Increased complexity/value of claims (rollout of Universal credit). This will be mitigated by utilising training for Personal Advisors and ensuring a joined up approach continues to be effective between the Leaving Care and Housing Benefit teams in the Council.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	No
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Onder Beter and Shirley Parks
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Budget Options Information

Reference:	CYP003
Service(s):	Forward Planning, Performance and Partnerships
Lead Member(s):	Cllr Patel

Savings Proposals:	Placement commissioning across West London Alliance.
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	16,000
Total post numbers in the services(s) (FTE):	0

	2019/20	2020/21
	£'000	£'000
Proposed saving:	150	
	FTE	FTE
Proposed staffing reduction	0	

Proposed savings

- Building on the cross LA joint work with the West London Alliance (WLA) to realise further savings and specific benefits from proposed new projects.
- Fully engage and implement the WLA dynamic purchasing system to reduce unit cost of spot purchased fostering and children's home placements, through increased competition.
- Agreeing block contracts for children's home places leading to cost-volume discounts on prices for the largest suppliers.

How would this affect users of this service?

- This will provide looked after children and care leavers with greater sufficiency of accommodation either within or closer to Brent.
- It will enable more effective quality assurance of provision through a block contracting approach.

Key milestones

- Foster care provider engagement November 2018
- Agree children's home demand subject to market test December 2018
- Market test children's home block contract options January 2019

Key consultations

- None.

Key risks and mitigations

- Market supply versus demand. There is a risk that there will not be sufficient capacity to meet demand. Incentives through DPS and block contracts should help mitigate this risk.
- When utilising block contracts the authority takes on more financial risk which is currently held by the supplier (e.g. management of voids). This is mitigated by demand for places being commissioned by several boroughs.
- Agreement by several boroughs may take additional time, due to complexity of approvals processes and this may dilute original aims resulting in slippage and unrealised savings. This risk will be mitigated by strong project governance and borough project representation with appropriate delegated responsibility.
- Legal challenge from suppliers to proposed schemes. This risk will be mitigated by regular provider dialogue and legal consultation as the process develops.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	No
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Shirley Parks
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Budget Options Information

Reference:	CYP004
Service(s):	Looked After Children & Permanency
Lead Member(s):	Cllr Patel

Savings Proposals:	West London Shared Fostering Service
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	500
Total post numbers in the services(s) (FTE):	8

	2019/20	2020/21
	£'000	£'000
Proposed saving:		100
	FTE	FTE
Proposed staffing reduction		2

Proposed savings

- To work with other West London authorities to implement a shared fostering service from April 2020.
- Savings to be realised through staff efficiencies, with £100K broadly equivalent to a 2 FTE reduction.

How would this affect users of this service?

- Aim to increase the sufficiency and quality of placements with outcomes being more children remaining closer to home in stable settings.
- The Shared Service would provide greater capacity across boroughs to deliver commissioned services to foster carers which would improve their skills to work with children and young people.

Key milestones

- To take forward discussions with other West London boroughs through Strategic and Operational Directors by December 2018.
- To confirm agreement in principle to proceed by March 2019 with planning to take place during 2019/20.

Key consultations

- Shared service to be agreed with up to 3 other authorities.
- Children and young people in care and care leavers.
- Foster Carers support group.
- Looked After Children and Permanency staff.

Key risks and mitigations

- Agreeing scope and scale of the model as well as the implementation timescale with up to 3 other authorities could lead to delays. In mitigation there is a strong appetite for delivering a new service from at least two other WLA authorities. There are established strong working relationships in this field and an opportunity to learn from and build upon the current work on adoption regionalisation.
- Foster carers may be dissatisfied with plans. This will be mitigated by including foster carers in early discussions about proposals and involving them in the planning of any new shared service.
- Front loading of time/resource required to deliver a new service. The Government is keen to see innovation in this area following their response to the 2018 Fostering Stocktake and it is anticipated there will be a call for proposals to deliver services differently. A bid will be made should such a call for proposals be made to support with capacity. If this does not occur then the local authorities will plan to create a shared resource to support implementation.
- No certainty that more households will be recruited. A new organisation solely focused on fostering will be able to focus more resource on marketing and recruitment activity than currently happens – based on the greater success generally achieved by Independent Fostering Agencies.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	Yes
People of particular sexual orientation/s	No

People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	No
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	Yes
EIA to be completed by:	Onder Beter
Deadline:	30.11.18

Lead officer for this proposal:	Onder Beter
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Budget Options Information

Reference:	CYP005
Service(s):	Inclusion
Lead Member(s):	Cllr Patel

Savings Proposals:	Create new alternative education provision with wrap around youth services from the Roundwood site
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	360
Total post numbers in the services(s) (FTE):	2

	2019/20	2020/21
	£'000	£'000
Proposed saving:	250	
	FTE	FTE
Proposed staffing reduction	2	

Proposed savings

- Transform the site to an educational setting with community activities. End delivery of council run youth services from Roundwood, creating a different model of community and voluntary provision.
- Other savings would be realised from the Council not being responsible for the building running and maintenance costs and ending service delivery.
- The focus will primarily be to create a different model of provision, supporting the community and voluntary sector to deliver services from the Roundwood site and focusing on a borough-wide co-ordinating role that publicises and provides regular updates about services available to children and young people across the borough.

How would this affect users of this service?

- Current provision of services delivered from the site will change to a different delivery model (see below). It is likely there will be a different mix of services that should enhance the current arrangements.

Key milestones

- Cabinet decision for alternative use of Roundwood site to be made by April 2019.
- Relevant human resources processes to have been completed with affected staff by April 2019.

Key consultations

- With young people who use the Roundwood Centre.
- With affected staff.

Key risks and mitigations

- Site to be used for an Alternative Provision educational setting with evening and weekend activities being provided by the voluntary sector.
- Work with voluntary sector (Young Brent Foundation) to ensure Youth Offer is comprehensive, updated and pulls in charitable funding
- The focus of youth services will primarily be on the statutory duty to deliver the Youth Offer and enhancing partnership working with voluntary sector, supported by a new contract from April 2019 to deliver targeted employment support and training for young people
- There could be community concerns about the future arrangements. However the transformation of the Roundwood site to an educational setting with a wrap-around activity offer will mitigate community concerns.
- There is potential for central government clawback of Myplace funding if the site is not used for ongoing youth provision. Risk is mitigated by similar sites in other authorities being used for different but related purposes where clawback has not occurred.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	Yes
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	Yes
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EIA to be completed by:	Sarah Miller
Deadline:	January 2019

Lead officer for this proposal:	Sarah Miller
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Budget Options Information

Reference:	CYP006
Service(s):	Early Help
Lead Member(s):	Cllr Patel

Savings Proposals:	Reduction in Early Help Services.
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	£5.3m (Gen Fund)
Total post numbers in the services(s) (FTE):	124

	2019/20	2020/21
	£'000	£'000
Proposed saving:	250	
	FTE	FTE
Proposed staffing reduction	2	

Proposed savings

- Correct budget alignments through a 5% charge to the DSG for the administration of NEG 3 and 4 payments.
- Reduce the size of the learning and development budget for early years suppliers and by ensuring that income is maximised through charging appropriately.
- To ensure all non-statutory work within the Educational Welfare Service is charged appropriately. To reduce number of posts by one within that service.
- To consider other efficiency and service redesign opportunities within the Early Help service that would contribute to the proposed saving.

How would this affect users of this service?

- Childminders and nurseries delivering the Early Years Foundation Stage will be charged appropriately for training and development provided by the Council.
- It is not anticipated that there will be other impact upon users of these services.

Key milestones

- Implementation of new charging and budget arrangements within identified teams within the Early Help service to be in place by April 2019.

Key consultations

- With those key stakeholders who will be most affected by service reductions – such as childminders and nurseries within the borough.
- With affected staff as part of Council human resources consultation processes.

Key risks and mitigations

- Quality of local provision as measured by Ofsted declines. This is mitigated through ensuring charging is applied equitably and continues to fund high quality training for providers. The potential to join up Early Years services within the existing Setting and School Effectiveness and the Forward Planning, Performance and Partnership services is explored.
- Nurseries and childminders negative reaction to service changes. Mitigation in implementing the learning from recent Customer Services reconfiguration that provides a greater focus on a digital offer of support to childcare settings.
- Challenge to secure and maintain sufficient place provision to meet the 30 hour entitlement.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	No
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	
Lead officer for this proposal:	Sue Gates

Budget Options Information

Reference:	CYP007
Service(s):	CYP Department
Lead Member(s):	Cllr Patel

Savings Proposals:	Reduce CYP non-case holding staff by 5 FTE – supported by digital strategies
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	n/a
Total post numbers in the services(s) (FTE):	Posts across the CYP department

	2019/20	2020/21
	£'000	£'000
Proposed saving:	250	
	FTE	FTE
Proposed staffing reduction	5	

Proposed savings

- Reduction of management administrative support (2FTE) across the service through better use of digital technology for managing FOIs and core management support tasks.
- 1FTE performance post reduction through data quality project with changes to social work IT system - reduces the analyst capacity needed to cleanse data and manage statutory returns.
- 1FTE performance team reduction by digitally automating Troubled Families data capture and payment by results submissions.
- Commissioning capacity reduced by 1FTE through implementation of new digital placement sourcing system with WLA in 2019 – reduced process costs and the joining of LA commissioning and CCG commissioning teams together.

How would this affect users of this service?

Key milestones

- Digital solutions tested November 2018
- Relevant human resources processes to have been completed with affected staff by March 2019
- New Digital solutions to be online by April 1st 2019

Key consultations

- Employee consultation.

Key risks and mitigations

- Reduced commissioning capacity may impact on sourcing placements and negotiating contract costs.
- Commissioning risks mitigated by bringing together commissioning staff in Inclusion and Early Help within the Commissioning and Resources Team.
- Reduced performance management capacity may impact on FOI management, statutory return submissions and performance management support for frontline teams.
- Performance risks mitigated by bringing performance staff from Early Help together with Performance Team.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	No
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	
Lead officer for this proposal:	Shirley Parks

Budget Options Information

Reference:	CYP008
Service(s):	Early Help
Lead Member(s):	Cllr Patel

Savings Proposals:	Develop family hubs from children's centres
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	3,031
Total post numbers in the services(s) (FTE):	

	2019/20	2020/21
	£'000	£'000
Proposed saving:		1,491
	FTE	FTE
Proposed staffing reduction		

Proposed savings

- To redesign Brent's Children's Centres through the creation of a Family Hub model. The aims and objectives of the Family Hubs will closely align with the agreed Outcome Based Reviews that considered children on the edge of care and involved in gang activity. The objectives will be closely aligned to key Public Health outcomes related to children and their families.
- This proposal covers the current Barnardo's contract for 14 children's centres (£2.544m) and 3 council run children's centres (£0.490m). There are 17 children's centres in total.
- The proposal would reduce total number of Children's Centres from 17 to 8 (leaving 2 in each cluster and two council run children's centres).

How would this affect users of this service?

- Families currently accessing Children's Centres will still be able to access services through the Family Hubs.
- Families affected will be informed at all stages of development, ensuring they are aware of their nearest Family Hub and what services they will still be able to access.

Key milestones

- New service design to be agreed by summer 2019.
- Planning for service implementation to take place during 2019/20.
- New model to be fully operational before the end of the current Children's Centre contract in October 2020.

Key consultations

- Families using children's centres.
- Barnardo's and the Fawood/Curzon partnership.

Key risks and mitigations

- Disproportionate impact on most vulnerable families. The risk is mitigated by the creation of family hubs that will widen the age range of support available to families who require support and target the hubs in the areas of the borough that have the greatest level of need.
- Early intervention outcomes worsen for children. The risk is mitigated by ensuring the design of the new family hub model uses research findings to make best use of available resources and that these are broadened to cover school age children. This will allow greater reach of new targeted services into families than is currently possible with the existing model.
- Public reaction following service redesign. This will be mitigated by ensuring effective consultation and engagement with local communities and engaging them in the design and delivery process.
- Quality of work provided to families from the new model deteriorates due to lack of investment. This risk is mitigated by moving to a targeted model, focusing the available resource on those families who most require support

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	Yes
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	Yes
EIA to be completed by:	Sue Gates
Deadline:	<i>January 2019</i>
Lead officer for this proposal:	Sue Gates

Budget Options Information

Reference:	CYP009A
Service(s):	Inclusion
Lead Member(s):	Cllr Patel

Savings Proposals:	Reduction in Connexions Service
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	1,000
Total post numbers in the services(s) (FTE):	7.5

	2019/20	2020/21
	£'000	£'000
Proposed saving:	£100	
Proposed staffing reduction		

Proposed savings

- The Connexions budget for 2018/19 totals £c1m, and is made up of a £400K commissioned information and advice and support service for young people, including vulnerable adolescents to access employment education and training provided by Prospects, an in-house team (£250k) working with children with SEND, Looked After Children, children known to the Youth Offending Service and Troubled Families and also children attending Brent's Pupil Referral Unit or other Alternative Provision with the balance spent on specialist projects for targeted priority groups.
- The provision exceeds the statutory minimum requirement, which is to track and monitor engagement and outcomes for vulnerable groups.
- Proposal CYP009A would seek to realise savings through the commissioning of a new contract for information, advice and support when the current contract ends in March 2019.

How would this affect users of this service?

- There would be no reduction in service for young people. Efficiencies would be found within the recommissioning process.

Key milestones

- The new service specification is in place to commence from April 2019.
- Employee consultation is concluded by March 2019.

Key consultations

- Employee consultation.

Key risks and mitigations

- There are likely TUPE issues to be considered.
- There is demographic growth in the cohort of young people in the borough which will proportionally increase demand for services.
- Mitigation through joined up working with other Council departments (e.g. Employment and Skills).

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	No
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Sarah Miller
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Budget Options Information

Reference:	PPP001
Service(s):	Partnership & Engagement
Lead Member(s):	Cllr Hirani

Policy Proposals:	<p>A review of the following grants provided to voluntary sector bodies and charities is proposed to take place to ensure value for money/stronger focus on service delivery and shift focus on these bodies becoming more sustainable and self-sufficient in the long term.</p> <p>CAB generalist contract - £35,000 Year 1 - £ 0 Year 2 - £35,000</p> <p>Specialist Advice Contract - £18,000 Year 1 - £0 Year 2 - £18,000</p> <p>Brent Advice Partnership Funding - £127,000 Year 1 - £62,000 Year 2 - £65,000</p> <p>Voluntary & Community Sector Support - £80,000 Year 1 – £40,000 Year 2 - £40,000</p> <p>Total Savings: £260,000 Year 1 : £102,000 Year 2 : £158,000</p>
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	2,796
Total post numbers in the services(s) (FTE):	21

	2019/20	2020/21
	£'000	£'000
Budget implications:	£102	£158
	FTE	FTE
Proposed staffing reduction	0	0

How would this affect users of this service?

- Advice service 5% savings are contractual – no change to service
- Voluntary sector infrastructure fund – savings per annum based on experience of underspends and for future projects increased / improved partnership working – should be little negative impact to service users
- Reduce the voluntary & community sector assistance budget by £40k per year. Future service will be based on the outcomes as the sector needs review and an improved delivery methodology. Links will be made with the London hub model currently in the modelling stage to provide additional support to the sector.
- Reduce Brent Advice Fund (BAF) – fund has underspent in 2016/7 and 2017/18.

Key consultations

- Voluntary and community sector needs review
- Grants and projects review recommendations

Key risks and mitigations

- Reputational due to reduction in ‘grant funding’ – dialogue at early stage with sector and promotion of support available
- Voluntary and community sector funding based on the sector needs review outcomes
- Improve partnerships and delivery model for projects

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	N
EIA to be completed by:	
Deadline:	
Lead officer for this proposal:	Pascoe Sawyers

Budget Options Information

Reference:	PPP002
Service(s):	Strategy & Partnerships
Lead Member(s):	Cllr Butt

Policy Proposals:	Delete one Senior Policy Officer
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	2,796
Total post numbers in the services(s) (FTE):	21

	2019/20	2020/21
	£'000	£'000
Budget implications:	60	0
	FTE	FTE
Proposed staffing reduction	1	0

How would this affect users of this service?

The primary customers of the service are internal, i.e. the leadership of the council (political and managerial), other departments, and the scrutiny committees (which are a statutory requirement). This would therefore reduce the capacity available to support these customers.

The team does have some external customers, including partners, the Multi-faith Forum, marginalised groups (through the delivery of the Stronger Communities Strategy or its successor), Syrian refugees (who are placed through the work of the team) and the public (through delivery of the Local Democracy Week programme). This would therefore reduce the capacity available to support these as well.

Overall, the work undertaken by the team would need to be prioritised to focus on statutory requirements and strategic objectives, and lower-priority areas reduced as appropriate.

Key milestones

- Business case (for HR Director and Chief Finance Officer, defining the purpose or business objective(s), a clear proposal, and taking account of the existing establishment and the extent to which this would need to be changed)

- consider ways of avoiding redundancy (including natural wastage, deleting a vacant post, recruitment restriction, freezing a post which may offer the prospect of redeployment and give “at risk” staff first consideration, voluntary reduction in hours, and applications for voluntary redundancy)
- Consult Human Resources prior to implementing job-matching, ring-fencing or redundancy selection procedures
- Carry out consultation with staff and recognised trade unions (15-30 calendar days), along with proportional Equality Analysis as part of this
- Assimilation or competitive assimilation
- Redeployment (depending on if redundancy required)
- Redundancy notice (depending on if redundancy required)

Key consultations

As above, must carry out consultation with staff and recognised trade unions (15-30 calendar days), along with proportional Equality Analysis as part of this. Consultation must include the:

- Reasons for the contemplated dismissals;
- Numbers and types of jobs of those who may be dismissed;
- Total number of people employed in those jobs at the establishment in question;
- Proposed method of selecting those who may be dismissed;
- The proposed method of carrying out the dismissals and the period over which they will take place.

Key risks and mitigations

Risk	Mitigation
Reduced capacity to respond to policy activity	<ul style="list-style-type: none"> • Prioritise activity undertaken by team, and explore reducing or ceasing lower-priority activity • Explore options for transferring activities • Manage expectations accordingly
Reduced capacity to support scrutiny task groups	<ul style="list-style-type: none"> • Offer support for fewer task groups per committee each year • Explore options for support for task groups from within relevant services • Manage member expectations
Uncertainty and lower morale within team	<ul style="list-style-type: none"> • Clear and regular communication about process, including support and advice required under Managing Change policy

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	N
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Pascoe Sawyers
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Budget Options Information

Reference:	PPP003
Service(s):	Communications
Lead Member(s):	Cllr Butt

Policy Proposals:	It is proposed to restructure the Communications function in 2020/21 which is likely to result in further reductions in staff and the level of support offered by corporate communications. NB: The service has recently (October 2018) implemented a significant restructure which is set to deliver savings of around £170,000 predominantly by reducing the number of staff in communications. This proposal is separate and in addition to this restructure.
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	685
Total post numbers in the services(s) (FTE):	17.8

	2019/20	2020/21
	£'000	£'000
Budget implications:	0	100
	FTE	FTE
Proposed staffing reduction	0	2-3

How would this affect users of this service?

Internal departments would need to accept a reduced service level from corporate communications who are already focused on core business following the recent downsizing of the team. Client departments wishing to deliver more communications than the corporate communications team has capacity to deliver directly will need to deliver communications themselves, but with oversight and advice from the corporate communications team, or find one off budgets for short term project support.

Key milestones

Review the commercial income target in January 2019 to explore whether any of the above savings can realistically be achieved by generating more income or whether it all needs to come from the communications salaries budget (as there are no materials budgets held in corporate communications).

Key consultations

Consultation with communications team 2019/20

Key risks and mitigations

The council's ability to affect positive behaviour, boost and protect the council's reputation, manage demand, boost income and communicate effectively with a diverse range of audiences will be further eroded. Client departments will need to accept a reduced level of service from corporate communications and/or accept a higher degree of self-service than at present.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No (unless brought forward to 19/20)
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	No
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Rob Mansfield
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Budget Options Information

Reference:	PPP005
Service(s):	PPP Redesign
Lead Member(s):	Cllr McLennan / Cllr Butt

Policy Proposals:	Looking at an overall reduction in cost of the service by aligning specialism across the department. This will include looking how the Policy, Performance and Partnerships (PPP) departmental teams interrelate.
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	9900
Total post numbers in the services(s) (FTE):	94

	2019/20	2020/21
	£'000	£'000
Budget implications:	450	
	FTE	FTE
Proposed staffing reduction	9	0

How would this affect users of this service?

The primary customers of the service are the leadership of the council (political and managerial), other departments, and the scrutiny committees (which are a statutory requirement). This would therefore reduce the capacity available to support these customers.

The department does have external customers, including National and local media, Government departments, statutory partners, the Multi-faith Forum, marginalised groups e.g. Syrian refugees (who are placed through the work of the team) and the public as the team supports the Community Hub programme. This would therefore reduce the capacity available to support these as well.

Overall, the work undertaken by the department would need to be prioritised to focus on statutory requirements and strategic objectives, and lower-priority areas reduced as appropriate.

Key milestones

- Business case (for HR Director and Chief Finance Officer, defining the purpose or business objective(s), a clear proposal, and taking account of the existing establishment and the extent to which this would need to be changed)
- consider ways of avoiding redundancy (including natural wastage, deleting a vacant post, recruitment restriction, freezing a post which may offer the prospect of redeployment and give “at risk” staff first consideration, voluntary reduction in hours, and applications for voluntary redundancy)
- Consult Human Resources prior to implementing job-matching, ring-fencing or redundancy selection procedures
- Carry out consultation with staff and recognised trade unions (15-30 calendar days), along with proportional Equality Analysis as part of this
- Assimilation or competitive assimilation
- Redeployment (depending on if redundancy required)
- Redundancy notice (depending on if redundancy required)
- Implementation April 2019

Key consultations

As above, must carry out consultation with staff and recognised trade unions (15-30 calendar days), along with proportional Equality Analysis as part of this. Consultation must include the:

- Reasons for the contemplated dismissals;
- Numbers and types of jobs of those who may be dismissed;
- Total number of people employed in those jobs at the establishment in question;
- Proposed method of selecting those who may be dismissed;
- The proposed method of carrying out the dismissals and the period over which they will take place.

Key risks and mitigations

Risk	Mitigation
Reduced capacity to respond to PPP activities	<ul style="list-style-type: none">• Prioritise activity undertaken by department, and explore reducing or ceasing lower-priority activity• Explore options for transferring activities• Manage expectations accordingly
Uncertainty and lower morale within team	<ul style="list-style-type: none">• Clear and regular communication about process, including support and advice required under Managing Change policy

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	N
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Peter Gadsdon
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Budget Options Information

Reference:	PPP007
Service(s):	Strategy and Partnerships
Lead Member(s):	Cllr Butt

Policy Proposals:	Reduction of Scrutiny Committees from 3 to 2 Deletion of 1 FTE Policy and Scrutiny Officer
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	2,796
Total post numbers in the services(s) (FTE):	21

	2019/20	2020/21
	£'000	£'000
Budget implications:	£60	0
	FTE	FTE
Proposed staffing reduction	1	0

How would this affect users of this service?

The primary customers of the service are internal, i.e. the leadership of the council (political and managerial), other departments, and the scrutiny committees (which are a statutory requirement). This would therefore reduce the capacity available to support these customers.

The team does have some external customers, including partners, the Multi-faith Forum, marginalised groups (through the delivery of the Stronger Communities Strategy or its successor), Syrian refugees (who are placed through the work of the team) and the public (through delivery of the Local Democracy Week programme). This would therefore reduce the capacity available to support these as well.

Overall, the work undertaken by the team would need to be prioritised to focus on statutory requirements and strategic objectives, and lower-priority areas reduced as appropriate.

Key milestones

- Business case (for HR Director and Chief Finance Officer, defining the purpose or business objective(s), a clear proposal, and taking account of the existing establishment and the extent to which this would need to be changed)
- consider ways of avoiding redundancy (including natural wastage, deleting a vacant post, recruitment restriction, freezing a post which may offer the prospect of redeployment and give “at risk” staff first consideration, voluntary reduction in hours, and applications for voluntary redundancy)
- Consult Human Resources prior to implementing job-matching, ring-fencing or redundancy selection procedures
- Carry out consultation with staff and recognised trade unions (15-30 calendar days), along with proportional Equality Analysis as part of this
- Assimilation or competitive assimilation
- Redeployment (depending on if redundancy required)
- Redundancy notice (depending on if redundancy required)

Key consultations

As above, must carry out consultation with staff and recognised trade unions (15-30 calendar days), along with proportional Equality Analysis as part of this. Consultation must include the:

- Reasons for the contemplated dismissals;
- Numbers and types of jobs of those who may be dismissed;
- Total number of people employed in those jobs at the establishment in question;
- Proposed method of selecting those who may be dismissed;
- The proposed method of carrying out the dismissals and the period over which they will take place.

Key risks and mitigations

The reduction in a Scrutiny Officer will mean less flexibility in providing support resources to the remaining 2 committees. However each of the Committees will still have the support of a Scrutiny officer.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N

People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	N
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Pascoe Sawyers
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Budget Options Information

Reference:	PPP008
Service(s):	Executive and Member Services
Lead Member(s):	Cllr Muhammed Butt, Leader of the Council

Policy Proposals:	Saving of £38k by ceasing refreshments provided to Councillors all Committee meetings
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	3,119
Total post numbers in the services(s) (FTE):	31

	2019/20	2020/21
	£'000	£'000
Budget implications:	38	0
	FTE	FTE
Proposed staffing reduction	0	0

How would this affect users of this service?

It is proposed to cease providing catering/refreshments to all committee meetings.

Key milestones

Catering provision was scaled back in May 2014 but continued for Councillor meetings. This proposals ceases all catering and/or refreshments at those meetings.

Implementation followed the May 2018 local elections.

Key consultations

None.

Key risks and mitigations

This may impact on attendance levels at meetings and also at Member Learning and Development sessions. Many Members attend meetings after work and do not have time to eat in advance of meetings. This may lead to a request to start meetings later placing pressure on staff.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	N
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Tom Cattermole
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Budget Options Information

Reference:	PPP009
Service(s):	Executive and Member Services
Lead Member(s):	Cllr Butt

Policy Proposals:	Executive Support Team, reduction in overall corporate translation budget of £28,000
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	3,119
Total post numbers in the services(s) (FTE):	31

	2019/20	2020/21
	£000's	£000's
Budget implications:	Current budget: £235 Proposed budget: £207 Saving: of £28	0
	FTE	FTE
Proposed staffing reduction	0	0

How would this affect users of this service?

Following a review of translation service usage across the Council it has been found that utilisation can be improved while reducing costs by approximately 12%. This includes better use of skype/conference call capabilities facilitated by the new telephony contract.

Key milestones

It is proposed to implement changes to working practices from April 1 2018. However, savings will not be fully realised until the 19/20 financial year.

Key consultations

The changes outlined above will require significant changes to ways of working in the Children and Young People and Community Wellbeing Departments. Training and staff communications and engagement will be required as will close monitoring of spend.

Key risks and mitigations

Making use of Skype etc. should not only reduce the cost of interpreting but will enable officers to access an interpreter quickly.

By using the technology available we will eliminate the need for the client to attend a second meeting with an interpreter, who would need to be booked and travel to the meeting. This will save time as well as ensuring clients who need an interpreter are fully supported.

An additional risk will be that staff simply choose not to adopt new ways of working; it is proposed that a Change Manager works on this project to fully support the successful implementation.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	N
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Tom Cattermole
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Budget Options Information

Reference:	PPP011
Service(s):	Executive and Member Services
Lead Member(s):	Cllr Butt

Policy Proposals:	Restructure and re-grading of Executive Support Team 7.66 FTE scale 6 officers reduce to 6 FTE (5 SO1 & 1 Scale 4)
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	3,119
Total post numbers in the services(s) (FTE):	31

	2019/20	2020/21
	£'000	£'000
Budget implications:	Current budget: £477k Proposed budget: £431k Saving: £45k	0
	FTE	FTE
Proposed staffing reduction	1.5 (positions not currently filled)	0

How would this affect users of this service?

The agreed proposal is to reduce the amount of scale 6 FTE from 7.66 to 6 FTE (5 at SO1 & 1 at scale 4). In order to ensure all Departments are supported appropriately, team members are cross trained to enable them to cover all required areas. This will encourage continuity during time of absence. We have started this process and so far it is working well, we will be advertising for the scale 4 post in November, to start in January 2018. This scale 4 post will assist officers with designated tasks.

Key milestones

Implemented September 1, 2018.

Key consultations

Staff were consulted appropriately according to the managing change policy.

Key risks and mitigations

To be managed operationally.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	N
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Tom Cattermole
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Budget Options Information

Reference:	PPP012
Service(s):	Executive and Member Services
Lead Member(s):	Cllr Muhammed Butt, Leader of the Council

Policy Proposals:	Executive and Member Services, Proposed staffing changes in political offices
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	3,119
Total post numbers in the services(s) (FTE):	31

	2019/20	2020/21
	£'000	£'000
Budget implications:	Review of support to political groups as a result of local elections - £37k	
	FTE	FTE
Proposed staffing reduction	1	0

How would this affect users of this service?

Following the local elections in May 2018, support to political groups will be reviewed. There are currently 2.5 posts supporting political groups.

Key milestones

May 2018

Key consultations

Manage change through the Managing Change Procedure;

Key risks and mitigations

None

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	N
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Tom Cattermole
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Budget Options Information

Reference:	RES001
Service(s):	Resources- Legal Services
Lead Member(s):	Cllr McLennan

Policy Proposals:	Demand Management and income generation: Realising the impact of the Impower demand management review and income generation through raising new and existing fees and charges.
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	3,183
Total post numbers in the services(s) (FTE):	50.5

	2019/20	2020/21
	£'000	£'000
Budget implications:	50	50
	FTE	FTE
Proposed staffing reduction	0	0.4

How would this affect users of this service and what are the key risks and mitigations?

- Reduce support for contract and procurement activity – no longer routinely provide advice on contracts which do not require formal tendering in accordance with the council's standing orders.

This might (subject to detailed consideration) enable the deletion of a 0.4 post or enable the undertaking in house of work that would otherwise be placed externally with more expensive providers. This would mean increased risk for the council in respect of these contracts and shift work to managers and/or the procurement team. Legal Services will provide a suite of basic contract and advice documents to support this.

- Increase in charges for work charged to 3rd parties (s106, s278, residential property work) and establish new 3rd party charges for some commercial property areas.
- Other Demand Management project savings.

This is very uncertain. Reductions in demand are likely to be spread thinly across many posts undertaking different types of legal work. The effect is likely to be increased resilience rather than an ability to delete specific posts. There may be a reduction in spend on external counsel's fees due to increased in-house capacity.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	N
EIA to be completed by:	In the event that a .4 post is deleted, an equality assessment will be undertaken in accordance with the council's Organisational Change policy.
Deadline:	

Lead officer for this proposal:	Debra Norman
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Budget Options Information

Reference:	RES002
Service(s):	Resources - Insurance
Lead Member(s):	Cllr McLennan

Policy Proposals:	Savings to be achieved following a review of insurance provision
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	2,302
Total post numbers in the services(s) (FTE):	0

	2019/20	2020/21
	£'000	£'000
Budget implications:	100	
	FTE	FTE
Proposed staffing reduction	0	0

How would this affect users of this service and what are the key risks and mitigations?

The Insurance budget, held corporately, pays for the insurance contract with Zurich, legal fees and compensation claims. It also generates income by recharging maintained schools.

It is envisaged that through better risk management and claims handling will lead to lower premia in respect of the insurance contract with Zurich and less need to hold large insurance reserves. In addition, proposals are being developed to bring legal work in house that is currently placed with expensive external firms. This should lead to a reduction in the overall cost of legal fees.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N

People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	N
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Conrad Hall
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Budget Options Information

Reference:	RES003 & RES004
Service(s):	Customer Services
Lead Member(s):	Cllr Southwood

Policy Proposals:	<p>RES003: Further staff savings through demand management, in particular channel shift enabled via the digital strategy (for example webchat, reduced phone service, digital by default).</p> <p>RES004: Review of Customer Access arrangements across all services and the development of a new operating model to better respond to the needs of digitally enabled services.</p>
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	11,688
Total post numbers in the services(s) (FTE):	263.15

	2019/20	2020/21
	£'000	£'000
Budget implications:	275	225
	FTE	FTE
Proposed staffing reduction	6	5

Proposed Savings

Further staff savings through demand management, in particular channel shift enabled via the digital strategy (for example webchat, reduced phone service, digital by default). In addition, a review of the Council's current operating model for managing contacts with a view to streamlining these to better meet the need for increasing digital assistance and improved confidence in using self service facilities.

These savings are dependent on further automation of processes and agreement of a revised operating model for customer access.

How would this affect users of this service?

Further development of the current strategy to accelerate channel shift by limiting access to face to face appointments but concurrently providing better support to those who require digital assistance and streamlining arrangements for supporting vulnerable residents. Service users will be better supported to use digital channels and should benefit from improvements to current self service facilities.

Key milestones

Feb – Mar 2019: Development of revised Access offer

April – Sept 2019: Consultation on new access offer and proposed Target Operating model to support this.

April 2020: New access offer goes live alongside new operating model

(Please note these milestones are subject to change while the scope and timescales of the various projects are established)

Key consultations

Members
Customers
Voluntary groups

Key risks and mitigations

Note that savings are profiled over two years - £275K in 2019/20 and £225K in 2020/21.

Brent Customer Services underwent a significant restructure in 2017/18 to deliver savings of £1.25m predicated on implementation of a new service model that was aimed at accelerating channel shift. Staffing resources reduced by circa 30 FTEs and a large number of staff were affected by changes to their role and grade changes.

Universal credit implementation commences in November 2018 and this will see the start of the migration of working age HB claims to the DWP.

The changes implemented in 2018 have resulted in some service disruption, backlogs of work and increased staff turnover which require attention and dedicated action to mitigate. In implementing further changes, the service will be mindful of these impacts and build in appropriate mitigation to support staff and customers. The service needs to stabilise from the previous changes which it is doing and we will apply the learning from this to the further phases proposed.

The Council Tax service is transitioning back to Brent on the 1 May 2019. This service has been outsourced since 1995 and as such the transition needs to be managed very carefully to prevent disruption to service delivery and Council Tax collection performance. There is a risk that the transition will result in disruption to Council Tax collection and will require significant focus to mitigate this as far as is possible.

It is recognised that these changes represent a transformation of the customer services operating model and we will make the necessary investment to ensure this is successful and delivers the savings.

Other risks and mitigations are:

Some customers unable to utilise digital offer –

- Officers available to help with self-service
- Expansion of Community Hubs to support vulnerable residents
- Promotion of IT skills courses
- Appointments available for the most vulnerable

- Customers experience of self service is poor discouraging use of this
Continued improvement and promotion of the Council's digital offer
- Feedback on current self service facilities is used to improve this
- Residents are involved in the design and testing of new self service facilities

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	Y
Particular ethnic groups	Y
Men or Women (include impacts due to pregnancy/maternity)	Y
People of particular sexual orientation/s	Y
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	Y
People in particular age groups	Y
Groups with particular faiths/beliefs	Y
Marriage / civil partnership	Y

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	Yes
EIA to be completed by:	David Oates
Deadline:	<i>September 2018</i>

Lead officer for this proposal:	Margaret Read
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Budget Options Information

Reference:	RES005
Service(s):	Customer Services
Lead Member(s):	Cllr Southwood

Policy Proposals:	Staff rationalisation following transfer of Council Tax to in house provision following expiry of Capita contract in May 2019.
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	11,688
Total post numbers in the services(s) (FTE):	263.15

	2019/20	2020/21
	£'000	£'000
Budget implications:		200
	FTE	FTE
Proposed staffing reduction	0	5

Proposed saving

Staff rationalisation following transition of service to in house provision in 2019.

How would this affect users of this service?

Reductions will require acceleration of channel shift and thus less resident access to resolve enquiries by phone or face to face. See RES003 & RES004

Key milestones

Restructure of service

- Consultation Nov 2019
- Consultation closes Dec 2019
- Full Implementation by March 2020

Key consultations

Staff affected

Key risks and mitigations

Risks

Consideration has been given to bringing forward this saving of £200K from 2020/21 to 2019/20 however this is not recommended as this would place the Council Tax service at significant risk of becoming destabilised and a consequential risk of reduction to Council Tax collection. The Council Tax service has been outsourced since 1995 and significant efforts will be required to integrate this back to in house provision, harmonise staffing, develop staff, redesign processes and develop the system expertise within Digital services.

Decline in Council Tax collection

Backlogs of work arise

Decline in resident satisfaction with service

Mitigation

Reduction in contacts prior to restructure by channel shift

Review of processes to streamline and automate where possible.

Improve customer journey when using on line facilities and act on feedback provided.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	no
EIA to be completed by:	
Deadline:	
Lead officer for this proposal:	Margaret Read

Budget Options Information

Reference:	RES006
Service(s):	Resources- Digital Services
Lead Member(s):	Cllr McLennan

Policy Proposals:	Savings to be generated in relation to hosting One Oracle (£150k) through a reduction in payment to the external hosting company. In addition, income will be generated from other boroughs (£120k) in the One Oracle partnership by providing hosting and archiving services.
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	4,693
Total post numbers in the services(s) (FTE):	78

	2019/20	2020/21
	£'000	£'000
Budget implications:	270	0
	FTE	FTE
Proposed staffing reduction	0	0

How would this affect users of this service?

There will be more users but significantly more resources to provide support, therefore there should not be an impact on Brent users.

Key milestones

July 2018 - End of Capgemini service and start up for Brent hosting

Key risks and mitigations

Key risks have been managed as part of the transition project to host One Oracle within Brent.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	N
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Prod Sarigianis
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Budget Options Information

Reference:	RES007
Service(s):	Resources- Digital Services
Lead Member(s):	Cllr McLennan

Policy Proposals:	Income from selling IT Services to another Council/external companies and/or another partner within the current shared service model (£330k). Income from selling IT services to Air France (£74k).
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	4,693
Total post numbers in the services(s) (FTE):	78

	2019/20	2020/21
	£'000	£'000
Budget implications:	74	326
	FTE	FTE
Proposed staffing reduction	0	0

Proposed savings

Provision of IT services to organisations outside the existing shared service; selling the services as opposed to expanding the shared service. Any income achieved has to be shared with the shared service partners, the proposed amount is what we estimate can be achieved for Brent.

How would this affect users of this service?

We would be looking to increase capacity accordingly to be able to deliver the service without any adverse effects to existing users

Key milestones

Existing service has to be stabilised by September 2018 and has to remain stable for a minimum of 6 months before we can progress any discussions with other organisations.

Key risks and mitigations

Agreement has to be sought by the Shared Service Management Board and the Shared Service Joint Committee.

The Management Board and/or Joint Committee do not have confidence on the service's ability to take on additional work. No partner is identified/secured.

In order to mitigate these risks we will be looking to stabilise the service, improve staff perception of ICT, and ensure the shared service overall receives wide range quality publicity.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	N
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Prod Sarigianis
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Budget Options Information

Reference:	RES008
Service(s):	Resources- Digital Services
Lead Member(s):	Cllr McLennan

Policy Proposals:	Savings from reductions in print volumes (10%) and removing the option for colour printing.
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	4,693
Total post numbers in the services(s) (FTE):	78

	2019/20	2020/21
	£'000	£'000
Budget implications:	100	0
	FTE	FTE
Proposed staffing reduction	0	0

How would this affect users of this service?

Reduced ability to print in colour may cause inconvenience and frustration to some users.

Key risks and mitigations

The key risk is that print volumes do not reduce. It is proposed to target high cost/volume departments to consider alternative options, for example wider use of iPads, laptops and other digital solutions.

It is also proposed to work with the Transformation team to implement behavioural changes to help reduce print volumes.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N

Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	N
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Prod Sarigianis
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Budget Options Information

Reference:	RES009
Service(s):	Resources- Digital Services
Lead Member(s):	Cllr McLennan

Policy Proposals:	Staff savings as result of consolidation of application support teams within the shared service.
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	4,693
Total post numbers in the services(s) (FTE):	78

	2019/20	2020/21
	£'000	£'000
Budget implications:	100	0
	FTE	FTE
Proposed staffing reduction	2	0

How would this affect users of this service?

Should be no adverse impact on service users

Key Milestones

Restructure modelling and staff consultation to be begin in late 2018.

Key risks and mitigations

Staff, union and political resistance could result in the proposal being delayed. Early consultation is proposed with staff to ensure the option is fully understood.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N

People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	N
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Prod Sarigianis
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Budget Options Information

Reference:	RES010
Service(s):	Resources
Lead Member(s):	Cllr McLennan

Policy Proposals:	General efficiencies across the entire Resources department
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	£1,300
Total post numbers in the services(s) (FTE):	

	2019/20	2020/21
	£'000	£'000
Budget implications:	200	0
	FTE	FTE
Proposed staffing reduction		

Proposed savings

General efficiencies within the Resources directorate budget.

How would this affect users of this service and what are the key risks and mitigations?

No major impact is expected as a number of small budget items will be reduced.

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N

People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?:	N
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Althea Loderick
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Budget Options Information

Reference:	RES011
Service(s):	Brent Customer Services
Lead Member(s):	Cllr Southwood

Policy Proposals:	Review and simplification of Council Tax Support Scheme.
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Financial and Staffing Information

2018/19	
Total budget for the service(s):	c£26.7m
Total post numbers in the services(s) (FTE):	N/A

	2019/20	2020/21
	£'000	£'000
Budget implications:	0	£3.3m
	FTE	FTE
Proposed staffing reduction	0	0

Proposed savings

Review and simplification of Council Tax Support Scheme. The £3.3m saving is based on a reduction to Brent's share of expenditure, and equates to £3.96M gross saving including the GLA element, from a forecast spend of £26.7M in 2018/19 (14.8% gross saving).

How would this affect users of this service?

The revised savings options proposed would reduce annual expenditure within the local CTS scheme by £3.96m. As pensioners are protected by a prescribed national scheme, this means the impact of any reduction falls only on the working age CTS population. Thus the 14.8% cut is in reality a 25% cut in the expenditure for working-age claimants.

The options for reducing expenditure can be achieved either by applying reductions across all working age claimants; across specific sections of the caseload (i.e. exempting certain claimants, as in the current scheme); or by tightening eligibility criteria so that fewer claimants qualify.

The savings can be achieved via any scheme design, though other advantages such as simplification and transparency cannot easily be achieved merely by minor variations to the current scheme, therefore a completely new scheme mechanism is currently the favoured option.

Indicative impacts of the cuts are shown below, based on modelling via variations to the **current** scheme design.

(It should be noted that increasing the “minimum claimant contribution” is not the only mechanism which could be used to achieve the reduction in expenditure, but regardless of the mechanism used, the average impact on claimants would be to the extents quoted.)

£3.3M net saving (£3.96M gross)

- i. Additional 19% claimant contribution for all working age claimants. Current exempt (“vulnerable”) claimants pay 19%; non-exempt claimants pay 39%;

Or:

- ii. Current exempt claimants remain protected; additional 31% claimant contribution for all non-exempt working age; i.e. Non-exempt claimants pay minimum 51% of Council Tax liability.

Or:

- iii. Introduce mechanisms to taper off entitlement more steeply as income rises, therefore making the saving from reduced caseload volumes, rather than the rebates that the remaining claimants receive.

The above options all represent extremes which are unlikely to exactly represent the eventual scheme design, which will be more nuanced, with many aspects – in particular those claimants treated as “exempt” - under review and likely to be changed. However they illustrate the difficulty in maintaining the current size of caseload while attempting to protect the most financially vulnerable. The new scheme is therefore most likely to incorporate option (iii) to either fully or partially meet the saving while allowing the scheme still to protect the most financially vulnerable within it.

Key milestones

For implementation of a revised scheme in April 2020:-

October 2018	Project set-up
Nov 2018 - April 2019	Determine draft scheme proposals and liaise with software supplier regarding technical viability; detailed financial and impact modelling

May 2019	Reports to CMT and PCG
May 2019	Commence consultation with GLA (one week required)
June 2019	Publish draft CTS scheme and commence public consultation with wider stakeholders
September 2019	Close public consultation
September 2019	Evaluate consultation findings
October 2019	Reports to CMT and PCG
December 2019	Full Council report to formally set the new scheme. (NB statutory deadline for setting the scheme is 11 March 2020, but December is favoured in order to allow time for implementation and publicity etc.
Jan – Mar 2020	Publicity, system testing, staff training etc.
1 April 2020	New scheme commences
31 March 2021	Transitional protection (if any) expires

Key consultations

GLA
Benefits claimants
Council Taxpayers
Voluntary sector partners
Registered Social Landlords
Members and local MP's

Key risks and mitigations

The Council must be able to show that meaningful consideration has been given to meeting the saving from alternative measures, e.g. increasing Council Tax, cutting other services, etc., and why it is proposing to meet the saving by changing the CTS scheme. If it cannot show this, it leaves itself open to significant legal challenge.

- Ensure that consultation includes meaningful consideration of the of alternative funding methods to meet the saving
- Ensure that Cabinet and Full Council reports explore the alternative funding methods in sufficient detail and evidence that that Members have actively considered these

Financial hardship for residents –

- the scheme will be designed to protect the most vulnerable, but will necessarily will overall be harsher than the current scheme
- consideration of a discretionary hardship fund within the scheme
- consideration of transitional protection for the most impacted claimants

Council Tax collection decreases –

- review Council Tax collection processes to enable greater engagement with CTS claimants before enforcement action commences

Scheme is not agreed by Full Council by the deadline –

- robust project management

IT systems unable to provide the desired solution (on time) –

- early engagement with IT providers and strong project management

Scheme is subject to legal challenge –

- robust scheme modelling
- engagement with stakeholders
- sufficient time taken over drafting the formal scheme with Legal Services input

Revised scheme does not deliver sufficient savings and / or further cuts required in following year –

- model alternative schemes including one providing a larger cut
- design a scheme with further changes for Year 2 built into it

Equality impact screening

The proposed scheme has not been designed yet and there are several options, so it is not possible to be precise at this stage, however one of the design principles is to build a scheme that is equitable and proportionate across protected groups (and other claimants), so specific impacts will be tested in due course and any inequities reviewed accordingly. That said, there is a *potential* risk of a disproportionate impact in certain groups, in particular disabled people, ethnic groups and (possibly) gender. There is considered to be a much lower risk in the other protected groups, as no potential scheme designs will feature these factors explicitly, and the chance of an unintended consequence is thought to be low – although all aspects will be considered in the EIA.

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	Y
Particular ethnic groups	Y
Men or Women (include impacts due to pregnancy/maternity)	Y
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?	Y
EIA to be completed by:	David Oates
Deadline:	<i>May 2019</i>
Lead officer for this proposal:	Margaret Read

Budget Options Information

Reference:	RES012
Service(s):	Property and Assets
Lead Member(s):	Cllr McLennan

Savings Proposals:	<p><i>To review all existing leases and opportunities in the commercial portfolio with a view to increasing income.</i></p> <p><i>To reduce costs/increase income through the introduction of energy saving measures in the corporate portfolio.</i></p> <p><i>To review budget expenditure and re-prioritise spend.</i></p>
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Financial and Staffing Information

2018/19	
Total budget for the service(s) £'000:	£5,349,665
Total post numbers in the services(s) (FTE):	37

	2019/20	2020/21
	£'000	£'000
Proposed saving:		200
	FTE	FTE
Proposed staffing reduction	-	-

Proposed savings

To review all existing leases and opportunities in the commercial portfolio with a view to increasing income.

To reduce costs/increase income through the introduction of energy saving measures in the corporate portfolio.

To review budget expenditure and re-prioritise spend.

How would this affect users of this service?

There would be limited impact on users of the services (other than initial works required)

Re-prioritisation of spend may mean a reduction in quality – this would have to be agreed and would be a last resort in most cases.

Key milestones

Capital Budget approval (invest to save potentially through Salix fund for energy reduction projects)

Key consultations

N/A

Key risks and mitigations

Impact or proposed reduction in RHI (Renewable Heat Incentive) will reduce the opportunity for income (e.g. solar projects may need delivery by early 2019).

Equality impact screening

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.

EIA required?	N
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Oliver Judges
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Cumulative Equalities Assessment – Budget Proposals 2019/20 – 2020/21

1 INTRODUCTION

The purpose of this Equality Impact Assessment is to provide an analysis of the likely impact of the budget savings proposals, with a particular focus on 2019/20, on residents and community groups with ‘protected characteristics’ as defined by the Equality Act 2010. The nine protected characteristics are: age, disability, gender reassignment, marriage and civil partnership¹, race, religion or belief, sex and sexual orientation, pregnancy and maternity. Section 149, Public Sector Equality Duty (PSED) of the Equality Act 2010 requires the Council in the exercise of its functions to have regard to the need to:

1. eliminate discrimination, harassment, and victimisation and any other conduct prohibited under the act;
2. advance equality of opportunity between persons who share a relevant protected characteristic and those who do not;
3. foster good relations between persons who share a relevant protected characteristic and those who do not.

Whilst not a statutory requirement, it is our policy that where relevant an equality analysis should also cover human rights and socio-economic equality implications.

The Council is committed to equality, diversity and inclusion. It seeks to ensure that all residents, employees and stakeholders are treated fairly and receive appropriate, accessible services and fair and equal opportunities. This commitment requires that equality considerations play a key role in our decision making processes; and in understanding the effect of our policies and practices.

Approach to Considering Equalities

All the budget savings proposals have been subject to an initial Equality Impact Analysis (EIA) screening which helps to establish the relevance to the Council’s equalities duties and whether or not a full EIA is required. Guidance is issued to all officers on how to undertake an EIA and provides that full EIA’s will not be required if, through the initial screening, it is clearly demonstrated, for example that there will be no negative equality impacts. However, the council’s approach is that EIAs are living documents. Accordingly, even after a screening has been undertaken as projects/proposals develop and further evidence of impacts becomes available, and any unforeseen

¹ Bullet point 2 and 3 does not apply to marriage and civil partnerships.

impacts emerge, they should be reviewed and updated to reflect any changes. In relation to the current budget proposals, after the initial EIA screenings, nine saving proposals were identified as requiring full EIA's the details of which are summarised in this report.

The Council must carefully consider and have regard to the impact of it's savings proposals on the PSED; and take a reasonable and proportionate view regarding the overall impact and seek to mitigate negative impacts where possible.

Overall Assessment

- There is no direct discrimination arising out of the budget saving proposals.
- A proportion of the savings:
 - may have a negative impact on equality of opportunity;
 - have the potential to result in indirect discrimination for some people with protected characteristics;
 - may have a negative impact on opportunities to promote good relations.

However, these impacts will be kept under review and where possible mitigations have been identified to reduce the effect as set out below and in the individual savings descriptions.

In light of the above, the proposed budget saving proposals are considered reasonable and have shown due regard to the PSED.

2 Key Demographic Data

Key facts about Brent's demographic profile are taken from sources such as the Office for National Statistics, population projections and the 2011 Census. They show how the borough is made up, helps us to identify potential impacts; and identifies the increasing pressures and demand for council services.

- Brent is home to around 334,700 residents and is the 7th largest borough in London.
- The borough has a population density of 7,612 people per square kilometre – the 14th highest population density in the UK, and the highest in Outer London.

- Brent has high levels of population churn: in 2016-17, 32,900 people moved into the borough and 33,700 moved out - a population turnover rate of 202 per 1000 population – 22nd highest out of 391 areas nationally, and 2nd highest across Outer London.
- Brent has a relatively young population: the average age of the population is five years lower than the UK average (35 vs. 40 years).
- Women comprise almost half (49%) of the population but make up 62% of the population aged 85 and over.
- The Brent population increased by 29% between 1997 - 2017. The borough's population change is driven by natural change (more births than deaths) as opposed to net migration.
- Brent has the 6th highest birth rate in England & Wales.
- The population is expected to rise by a further 18% in the next twenty years - which equates to an additional 61,100 residents by 2038 – around 3,000 extra residents per year. This pace of growth is in line with the London average, but almost double the England average (10%).
- The population is ageing: in the next 20 years, the number of residents aged 65 and over is expected to increase by 67% – which will mean an additional 26,700 older residents by 2038. The child population is expected to grow far more slowly, rising by 6% by 2038 (+4,400 children).
- The two wards expected to see the fastest growth are: Tokyngton (+161% rise in population) and Alperton (+103%). Together, these two wards are expected to accommodate an additional 46,400 residents by 2038.

A summary of the key protected characteristics in Brent are as follows:

- Age
 - 22% of Brent population aged under 18.
 - 12% aged 65 and over; including 2% aged 85 and over (fastest growing group).

- Disability
 - Proportion of people registered Disabled, or with a work-limiting disability, is slightly lower in Brent (15%) compared with London (16%).
- Gender reassignment
 - There is no local data on gender re-assignment, though national estimates suggest that around 0.02% of the UK population will undergo gender transition and 1% will experience gender variance.
- Marriage and civil partnership
 - There were 954 marriages that took place in Brent in 2015.
 - 2.4% of marriages in Brent were same-sex, compared with 4.3% across London.
- Race
 - Black, Asian and Minority Ethnic (BAME) ethnicities make up 65% of Brent; the White Other group adds another 16%.
 - 12% of under 18s are White British/Irish; compared with 43% in the 85+ age group.
- Religion or belief
 - Christianity remains the largest religion in Brent; 41% of residents in the 2011 Census.
 - Islam grew 7 percentage points between the 2001 and 2011 Census.
- Sex
 - Slightly more males than females, of working age.
 - More females than males in the older age groups (as women generally live longer).
- Sexual orientation
 - 2.1% of the London population identify as gay or lesbian; equating to around 7,000 in Brent.
 - 0.6% of the London population identify as bisexual; equating to around 2,000 in Brent.

- Pregnancy and Maternity
 - 5,147 live births in Brent in 2016; 72% were to parents who were married or in a civil partnership.
 - The General Fertility Rate is higher in Brent; 72% compared with 64% across London.

3 IMPACT OF SAVING PROPOSALS

A number of the proposed savings generate an income for the Council, or have other positive impacts on residents and communities, for example the Shared Fostering Services and the Reasonable Rents Scheme proposal which are set out in further detail below.

Development of Shared Fostering Service (CYP004)

There is a national shortage off foster carers for children in care. The proposal is to develop a joint fostering service initially with Ealing Borough with the aim of recruiting and retaining a wider selection of in-house foster carers who can provide a stable family environment to looked after children in the respective boroughs. The future aim will be to roll this out to other members of the West London Alliance.

A positive impact is anticipated from this proposal. The joint working and wider recruitment campaigns should enable a wider range of prospective foster carers to be identified from groups falling within the protected characteristics

Reasonable Rents (CWB021)

This proposal is to create a new model to increase the supply of affordable accommodation to help meet the demand for homeless households. The contraction of affordable Temporary Accommodation in the borough is resulting in more homeless households being housed into emergency Bed & Breakfast and/or other forms of temporary accommodation outside of Brent. The Reasonable Rents model will enable Registered Providers (RP) to lease properties (at a more competitive rate) from the private sector and let them to our accepted homeless households. This model will also enable the council to discharge its full housing duty to accepted homeless households. If this proposal is implemented it will not have a retrospective effect and will only apply to newly accepted homeless applications.

The scheme will enable reasonable/more attractive rates to be paid to landlords, allow properties to be retained and the housing portfolio expanded at a reduced cost to the Council.

Some protected groups are over – represented among homeless households. This is partly due to the criteria through which priority need is established, e.g. age, physical disability, mental health and or pregnancy.

Further work will be undertaken to identify the protected characteristics of the households impacted by this proposal. Positive impacts are anticipated from this proposal in relation to a reduction in the loss of properties available and increasing the supply of affordable accommodation to help meet the homeless demand.

Stop Smoking Services (CWB003)

The proposal is to make the service more efficient by stopping the general untargeted smoking cessation services; but maintaining the focussed stop smoking service for mental health service users and pregnant women.

There is a general impact on smokers who would like to quit but do not fall within the focussed groups and would consequentially lose access to free nicotine replacement therapy and face to face support. The revised approach will have a positive effect on the protected characteristics, in particular by advancing equality of opportunity.

The service will focus on more vulnerable users where, for example, the health data supports a greater dependency on smoking, or significant health implications for example on foetal health. Non-eligible service users can access the free online and telephone support provided by the London Smoking Cessation Transformation Project. Stop smoking medication such as Champix/Zyban and Nicotine.

Below is a summary of the full EIA's where a mixture of neutral and negative impacts have been identified. Also attached to this report as Cii are the detailed saving proposal with supporting EIA screenings and Civ which contains the full EIA's where implications on the PSED have been identified

Community Wellbeing

Re-commission of Public Health 0-19 (CWB002)

This proposal is to re-commission and redesign the public health provision for 0-19 service with Children's Centre Services. The rationale being both public health (0-19) and the proposed family hubs service (CYP008) cater for the same families. In streamlining some of the services – efficiencies in service deliver can be released.

The impact may affect (1) all families' with new births and children under 5 because the service location may change and the service delivery may also alter; and (2) schools, for example health promotion activities, as school aged children receive this service provision through the school.

Currently, within the health visiting component of the service an enhanced offer is made to vulnerable families through the Maternal Early Childhood Sustained Home-visiting (MESCH) programme. It is proposed to retain this aspect of the service because it targets the most vulnerable families.

The service re-design and procurement process will be implemented in such a way as to ensure the specifications include measures to minimise the negative impact. For example, having key performance indicators which monitor and specifically address the protected characteristics; and consulting with families, other health, care and education services to shape to the service design. It is also proposed to retain the mandated (statutory) elements of the Universal Healthy Child Programme and The MESCH model which caters to vulnerable families. This EIA should be read in-conjunction with the proposed saving regarding the development of family hubs. The service will also undertake a further EIA as part of the service redesign process.

Children & Young People

Creation of new alternative education provision with wrap around youth services from the Roundwood Youth Centre site. (CYP005)

The proposal is to transform the Roundwood Youth Centre to an alternative educational setting during weekdays with community activities delivered by the voluntary sector in the evenings, weekends and school holidays. Current Local Authority funded youth work programmes will end under this proposal to be replaced by the new model, run in partnership with the voluntary sector and education provider.

The proposal is assessed as more likely to enhance and improve the current offer to young people within the borough than through current service provision – primarily through the greater connectedness of services that will provide a co-ordinated approach to their educational, employment and social needs based around the individual young person.

The potential for any negative impact can be mitigated though effective Local Authority oversight of contract management, clear partnership expectations with the voluntary sector and alternative education provider, alongside robust governance arrangements. The procurement tendering process will ensure that the specification addresses activities for the impacted groups (please see the full EIA for

impacted groups) and the impact of the changes will be mitigated by continued engagement with the identified groups who currently use the centre.

The service will also undertake a further EIA as part of the service redesign process.

Development of Family Hubs (CYP008)

It is proposed to replace the 17 Children's Centres with 8 family hubs. Children's Centre hubs currently cater for children aged 0-5, whereas the family hubs cater for the entire family aged 0-19 (and 25 with SEND). Services provided by the Children's Centres will still be accessible through the family hub.

The impact will be more significant on vulnerable families that live close to the Children's Centres which are closed. They will not be able to access those support services and may experience longer /additional traveling in order to access the service. This will particularly impact those on low incomes and with disabilities or SEND. There will also be an impact on services provided by the midwifery team around ante-natal and postnatal support and health visiting service, as new mothers/parents will have greater difficulty accessing the support. There could be an increase in isolated young parents and postnatal depression.

Part of the mitigation is to ensure that the family hubs continue to deliver the service which were available at the Children's Centre. Hubs will be targeted in areas that have the highest usage and deprivation levels as well as considering the size and locality of the individual centres. Research based assessments will make the best use of resources and ensure that these are broadened to cover school age children. This will enable a greater reach for targeted services into families. With respect to isolation and additional travelling difficulties, consideration will be given to sourcing assistance with travelling. This EIA should be read in-conjunction with the proposal regarding re-commissioning of public health 0-19. The service will also undertake a further EIA as part of the consultation service redesign process.

Resources

Service Modernisation, More Digital (RES003/004)

There are two parts to this proposal (1) increasing the digital self- service provision by reducing/migrating face to face and telephone enquires (003). This will include utilising Robotic Processing Automation which will improve the current customer offer and address

feedback arising out of the consultation process; and (2) launching a universal offer to all residents which will set an expectation to self-serve using digital channels (004) and a more tailored offer to vulnerable residents to ensure they have access to appropriate assistance.

No direct impact is envisioned by the first proposal as the robotic processing changes the way in which data is processed (thereby improving the service delivered).

In relation to proposal 2, there may be an impact on vulnerable users although the aim of the change is to better target assistance to those who most need it. Consequently, residents who can use self-service will be diverted to self-serve to enable the prioritisation of those service users that require additional support and or assistance. Older people are less likely to be confident in using digital service facilities, people with learning disabilities and those suffering with mental health issues may find it more difficult to use the digital service and require assistance or provision in another way. Users whose first language is not English may also find it more difficult to use digital self-service channels.

Service users who need additional assistance will be identified through a broad framework which will help to determine the type of assistance they need and where this can be accessed. This may include providing access to self service facilities, training and assistance with accessing services through Community hubs or provision of assistance in people's homes. A further EIA may be undertaken in relation to proposal 2 as the new universal offer is developed.

Review of Council Tax Support Scheme (RES011, RES011A, RES011B)

It is proposed to review and implement a revised Council Tax Support Scheme from 2020/21. The exact mechanism and model is still to be determined. With exception of pensioners who are protected by the prescribed national scheme, the proposal could impact on all residents of working age who are currently entitled to council tax support, approximately 18,500 claimants, or some sub-set of them depending on the detailed scheme design. The proposal may have some impact on groups falling within the protected characteristics, for example race, age, disability as they will receive less financial support.

There are a number of possible actions that can be employed to help mitigate any negative impacts. For example, hardship grants and transitional protection. These will be explored in further detail as the scheme design is consulted upon and developed. A further EIA will be undertaken as the proposal is developed; and a subsequent Cabinet decision sought, informed by this, prior to the planned implementation in 2020/21.

Council Tax Increase

It is proposed to increase Council Tax by 4.99% (2% ring fenced for Adult Social Care and 2.99% general increase). This will generate an additional £5.7m of recurring income for the council and avoid further savings having to be made to key council services.

This proposal will impact on all residents in the borough who are liable to pay Council Tax. As the increase has universal application no one particular group with protected characteristics is targeted.

In terms of mitigation, the Council Tax Support Scheme provides some assistance for vulnerable residents and households on low incomes. However, the Council Tax Support Scheme (RES011, RES011A, and RES011B) is subject to a review proposal. Consequently, a further analysis of the cumulative impact will be assessed as part of the modelling of the new scheme.

3 CUMULATIVE IMPACTS

Table 1 below summarises the potential cumulative impacts on groups which have a protected characteristic. No specific impacts have been identified in relation to religion & belief sexual orientation, gender re-assignment and marriage & civil partnership and accordingly these groups have not been included in the table.

The full EIA's have identified a potential for compounded impacts on young people and the elderly (age), those with disabilities, race (BAME and citizen's whose first language is not English) and to a lesser extent those who are pregnant or on maternity leave.

However, at this stage the impacts are considered to be medium to low as a range of mitigating actions have been and will be put in place to reduce the negative impacts and ensure the Council's commitment to making a real difference to the lives of local people is achieved.

A significant number of the proposals support income generation either by way of service design or introducing new initiatives which will have a positive impact on residents, communities and service delivery.

Although initial equality screenings have been undertaken to ascertain the PSED impact, many of the proposals are in their formative stages and are still to be developed and or subject to consultations. Consequently, as the proposals are developed further equality analysis will be undertaken to assess the PSED.

Table 1

Proposal	Age	Disability	Race	Sex	Pregnancy or maternity	Service Area
Recommission Children's Centre (CWB002)	✓ (children)	x	x	x	x	Community Wellbeing
Transform the site and end council run youth services delivered from Roundwood (CYP005)	✓ (young people)	✓	✓	x	x	Children & Young People
Develop family hubs form Children's Centres (CYP008)	✓ (children)	✓	x	x	✓	Children & Young People
Service Modernisation, more digital services (RES003 & RES004)	✓ (elderly)	✓	✓	x	x	Resources
Review of Council Tax Support Scheme (RES011,RES011a, RES011b)	✓	✓	✓	x	x	Resources

4 SOCIO – ECONOMIC IMPLICATIONS

According to the Brent Resident Attitude Survey 2018 (Lower income defined as residents living on household incomes below £20,000 per year, after tax and deductions); certain groups within the population are more likely than others to live in poverty. In Brent, survey analysis shows that those living on lower incomes are more likely to be: those from Black ethnic groups; residents with a disability or long-term illness; older residents; those with no qualifications; those who are not in work; and those who live in social housing.

The proposals regarding children's centres, youth centres and possibly the review of the Council Tax Support Scheme, cumulatively have the potential to negatively impact on families and residents from lower socio-economic groups. Some of the proposals will be mitigated by more effective working with partners to ensure resources are used effectively, retaining statutory parts of the service and the consideration of assistance/transitional protection where feasible. However, these risks which primarily affect women in lower socio – economic groups will need to be carefully monitored and considered by Community Wellbeing and Children & Young People.

5 STAFFING IMPLICATIONS

A number of proposals involve staff restructures or service redesign. In order to minimise the number of compulsory redundancies the council used voluntary redundancy where appropriate. Consequently, many of the budget saving proposals will be met by voluntary redundancies or deleting vacant posts.

Of the staff who were accepted for Voluntary Redundancy, during the Council's voluntary redundancy exercise in 2018/19, the majority were older members of staff, aged 51+ with a higher proportion of females (70%) successfully applying.

The proportion of officers who applied for Voluntary Redundancy in the older age group (79% of applicants) was much higher than the proportion of the overall workforce that this represents (34%).

This is explained by the access to early unreduced pension entitlements in the case of those aged 55 yrs. and over. Whilst this will have an effect on the age profile of the workforce, this impact cannot be avoided whilst maintaining fair access to the Voluntary Redundancy scheme for this age group.

In terms of ethnicity, there was a higher proportion of black staff (35%) who were accepted for voluntary redundancy followed by White (27%) and then Asian (25%) staff.

In all other groups the figures for applications and approvals/rejections do not indicate an adverse impact arising from the application of the scheme criteria.

As further proposals which impact staff are developed further equality analysis will be undertaken.

Council's Equalities Profile

The Council has around 2100 employees. The current equalities profile is set out below. The Council as a whole has a diverse workforce both in terms of age with a roughly equal distribution of age between 31 and 60.

From an equalities perspective, there is a significant proportion of staff who have not identified their disability status (36%), ethnic origin (43%) or religion and belief (39%) and this is like most London Boroughs where equalities data can be improved. The Council has started the “Let Us Know” campaign which encourages officers across the council to update their personal information from an equalities perspective. Nonetheless, the current staffing equalities profile is broadly reflective of the borough’s equalities profile.

Age

By Age Band	Headcount	Percentage of Total
Under 21	20	1%
21-30	335	16%
31-40	539	26%
41-50	552	26%
51-60	525	25%
61-70	130	6%
71-79	5	0%

Page 231

Disability

By Disability	Headcount	Percentage of Total
Disabled	128	6%
Not Disabled	1218	58%
PNTS / Unknown	760	36%

Gender Re-assignment

Gender identity same as assigned at birth	Headcount	Percentage of Total
Yes	1425	68%
No	13	1%
PNTS / Unknown	668	32%

Marriage & Civil Partnership

Married or in a civil partnership	Headcount	Percentage of Total
Yes	537	25%
No	271	13%
PNTS / Unknown	1298	62%

Race

By ethnic origin	Headcount	Percentage of Total
Asian	340	16%
Black	400	19%
Mixed Heritage	37	2%
White	408	19%
Other	16	1%
PNTS / Unknown	905	43%

Religion or Belief

By Religion	Headcount	Percentage of Total
No religion	186	9%
Christian	644	31%
Hindu	232	11%
Muslim	108	5%
Other	107	5%
PNTS / Unknown	829	39%

Sex

By Gender	Headcount	Percentage of Total
Female	1341	64%
Male	765	36%

Sexual Orientation

By Sexual Orientation	Headcount	Percentage of Total
Lesbian, gay or bisexual	37	2%
Heterosexual/Straight	1251	59%
PNTS / Unknown	818	39%

Pregnancy & Maternity

Currently on Maternity	Headcount	Percentage of Total
No	2077	99%
Yes	29	1%

Individual Equality Analyses of Budget Proposals

This document:

- outlines the equality implications of individual budget proposals on equality and socio-economic groups;
- sets out the mitigating factors and monitoring arrangements put in place;
- informs the equalities implications section in the Budget and Council Tax report - 2019/20 to 2020/21.

The equality analyses in this report are subject to change in response to alterations to any of the individual budget proposals.

The table below sets out the equalities analysis for individual proposals:

Service Area	Index	Description	Page no.
CWB	CWB002	Recommission public health 0-19 services with children's centres	4 - 10
CWB	CWB003	Cease untargeted smoking cessation	11 - 16
CYP	CYP004	Develop a shared fostering service with the 3 other WLA boroughs, resulting in staffing efficiencies	17 - 23
CYP	CYP005	Create additional local alternative education provision with enhanced activities for young people at the Roundwood Centre site	24 - 34
CYP	CYP008	Develop family hubs from children's centres	35 – 43
RES	RES003/004	Service modernisation- reduced opening hours, more digital services and demand management	45 - 51
RES	RES011	Review of Council tax support scheme - estimated 3, 7% or 15% reduction in total expenditure	52 - 58
CWB	CWB021	Temporary housing to reasonable rents	59 - 66
Council Tax	N/A	Overall Council Tax increase of 4.99%	67 - 73

CWB002 Recommission public health 0-19 services with children's centres

EQUALITY ANALYSIS (EA)

POLICY/PROPOSAL:	CWB002
DEPARTMENT:	Community Wellbeing
TEAM:	Public Health
LEAD OFFICER:	Melanie Smith
DATE:	07/01/18

SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Recommission public health 0-19 service with children's centres contract to realise efficiencies

A fundamental redesign of the current public health 0-19 service and the Children's Centre services, leading to a joint CYP / PH re-commissioning of a new service which achieves public health and CYP outcomes

Note: should the CYP saving CYP 008 be progressed, it would not be possible to achieve the full saving as the overall contract would be reduced. The two proposals are interdependent and this one would need to be reduced if CYP008 is progressed

This EA should be read in conjunction with that for CYP008

2. Who may be affected by this policy or proposal?

All families with new births and children under 5. The public health 0-19 service is a universal service offered to all children and their families. The mandated universal elements of the service will be retained

School aged children receive a service through schools. Schools will therefore be affected by this proposal

Within the health visiting component of the current service an enhanced offer is currently made to vulnerable families through the MESCH service. These families may or may not have protected characteristics It is proposed to retain this aspect of the service

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes. The proposal has the potential to disproportionately impact on people with protected characteristics namely age and pregnancy / maternity

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age			X
Sex		x	
Race		x	
Disability		x	
Sexual orientation		x	
Gender reassignment		x	
Religion or belief		x	
Pregnancy or maternity			X
Marriage		x	

5. Please complete **each row** of the checklist with an "X".

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?	x	
Does the policy or proposal relate to an area with known inequalities?		x
Would the policy or proposal change or remove services used by vulnerable groups of people?		x ¹
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	x	
If you have answered YES to ANY of the above, then proceed to section B.		
If you have answered NO to ALL of the above, then proceed straight to section D.		

¹ As the MESCH service will be retained

SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

The achievement of savings has the potential to impact negatively on the service offered to pregnant women and children. The proposal will be implemented in such a way as to minimise this through the service redesign and procurement processes. In particular the retention of mandated elements of the universal healthy child programme and the MESCH model should mitigate any negative impact. However a further EA will be required as part of the service redesign.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	The mandated universal elements of the service will be retained. I.e. all families will continue to receive a new birth visit, and the new service will be required to maintain or improve the completion of 6-8 week, one year and two and a half year checks.
DISABILITY	
Details of impacts identified	The current public health universal service works with and refers to other health, care and education services to provide for children with a disability. In the redesign of the service, this system working must be explicitly considered
RACE	
Details of impacts identified	Not Applicable
SEX	

Details of impacts identified	Not Applicable
SEXUAL ORIENTATION	
Details of impacts identified	Not applicable The current service is offered to same sex as well as heterosexual couples. No change to this provision is planned
PREGANCY AND MATERNITY	
Details of impacts identified	The mandated universal elements of the service will be retained. I.e. all families will continue to receive a new birth visit, and the new service will be required to maintain or improve the offer of antenatal support.
RELIGION OR BELIEF	
Details of impacts identified	Not Applicable
GENDER REASSIGNMENT	
Details of impacts identified	Not Applicable
MARRIAGE & CIVIL PARTNERSHIP	
Details of impacts identified	Not Applicable The current service is offered to all families irrespective of marital status or civil partnership. This will continue

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No, provided the mandated elements of the universal healthy child programme are maintained.

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Families were consulted in the development of the current service specification however further engagement in the development of the revised specification will be required

5. Please detail any areas identified as requiring further data or detailed analysis.

The public health service is a universal service which works with and refers to other health, care and education services to meet the needs of those families and children with more complex needs. Further work will be required to understand how the remodelled service will work with the wider system

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

The action plan should mitigate negative impacts.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

Through robust contract monitoring including the measurement of KPIs which specifically address the equality duty

SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

The service redesign should retain the mandated elements of the healthy child programme, the MESCH model and be designed in consultation with families and other health, care and education services.

A further EQIA will be required on the new specification.

SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
A	CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED	x
B	JUSTIFY AND CONTINUE THE POLICY/PROPOSAL	
C	CHANGE / ADJUST THE POLICY/PROPOSAL	
D	STOP OR ABANDON THE POLICY/PROPOSAL	

SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date
Continuous engagement with the community.	Transparency and community being kept up to date with the developments.	Marie McLoughlin and CYP	Before commencement of procurement
Engagement with local health, care and education services	Ensure redesigned service works with the rest of the "system" and avoids families "falling through the gaps"	Marie McLoughlin and CYP	Before commencement of procurement
Specification of new service and KPIs to address equalities duties	A new service model which minimises any negative impacts on both protected characteristics and vulnerable families	Marie McLoughlin and CYP	To be agreed prior to October 2020 and be operational upon Family Hubs launch
Inclusion of mandated elements of healthy	A new service model which minimises any negative	Marie McLoughlin	Before contract award

child programme in new contract and evaluation of bidders against ability to deliver	impacts on both protected characteristics and vulnerable families	,Andy Brown and CYP	
Inclusion of MESCH model in new specification and evaluation of bidders against ability to deliver	A new service model which minimises any negative impacts on both protected characteristics and vulnerable families	Marie McLoughlin ,Andy Brown and CYP	Before contract award
Robust contract management	To ensure performance against specification and KPIs	Andy Brown and CYP	From award of contract and thereafter quarterly

SECTION F – SIGN OFF

Please ensure this section is signed.

OFFICER:	Melanie Smith
HEAD OF SERVICE:	Melanie Smith

EQUALITY ANALYSIS (EA)

POLICY/PROPOSAL:	Savings Proposal
DEPARTMENT:	Community and Wellbeing - Public Health
TEAM:	Stop Smoking Service
LEAD OFFICER:	Janice Constance and Clementine Djatmika
DATE:	24/12/2018

NB: Please ensure you have read the accompanying EA guidance and instructions in full.

SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

The proposal is to cease untargeted smoking cessation and retain the stop smoking service for mental health service users and pregnant women. Intended results is to make the service more cost-efficient.

2. Who may be affected by this policy or proposal?

In 17/18, 1143 smokers were supported to quit by public health commissioned services. Smokers who wish to quit would lose access to free nicotine replacement therapy and to face to face support.

NRT would still be available to purchase or on prescription. On line and telephone support would be available, provided by the London Smoking Cessation Transformation Project.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

The revised service will advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it. For example those who are pregnant or those with a disability, i.e. mental health service users. Service outcome is designed to lower inequalities in smoking related outcomes in those with protected characteristics. For example those who are pregnant or those with a disability, i.e. mental health service users.

4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race	X		
Disability	X		
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity	X		
Marriage		X	

5. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?	X	
Does the policy or proposal relate to an area with known inequalities?	X	
Would the policy or proposal change or remove services used by vulnerable groups of people?		X
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	X	
If you have answered YES to ANY of the above, then proceed to section B.		
If you have answered NO to ALL of the above, then proceed straight to section D.		

SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

Disability: People with disabilities who may also have mental health problems especially those with drug and alcohol problems are more likely to smoke than general population and less likely to quit without support.

Race: Some BME groups have higher smoking rates than average (e.g. Bangladeshi, Arab, Turkish and some Eastern Europeans).

Some groups such as the South Asian population will have lower smoking rates, however have an increased rate with the use of other tobacco products such as shisha and chewing tobacco.

Pregnancy and Maternity: The impact of smoking during pregnancy on maternal and foetal health is significant in terms of morbidity, mortality, long term infant health and healthcare costs. The smoking status at time of delivery in 2016/17 was 3.2%, this equates to 146 women smoking at time of delivery (fingertips).

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	Not Applicable
DISABILITY	
Details of impacts identified	<p>The stop smoking service will be targeted to mental health service users. This will:</p> <ul style="list-style-type: none"> • Increase available support and resources to aid in smoking cessation • Service will be tailored to the needs of this vulnerable group

RACE	
Details of impacts identified	<p>The stop smoking service will be targeted to chewing tobacco/shisha service users. This will:</p> <ul style="list-style-type: none"> • Increase available support and resources to aid in smoking cessation • Service will be tailored to the needs of this targeted group
SEX	
Details of impacts identified	Not Applicable
SEXUAL ORIENTATION	
Details of impacts identified	Not Applicable
PREGANCY AND MATERNITY	
Details of impacts identified	<p>The stop smoking service will be targeted to pregnant service users. This will:</p> <ul style="list-style-type: none"> • Increase available support and resources to aid in smoking cessation • Service will be tailored to the needs of this targeted group
RELIGION OR BELIEF	
Details of impacts identified	Not Applicable
GENDER REASSIGNMENT	
Details of impacts identified	Not Applicable

MARRIAGE & CIVIL PARTNERSHIP	
Details of impacts identified	Not Applicable

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

None identified

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

None identified

5. Please detail any areas identified as requiring further data or detailed analysis.

None identified

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

None identified

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

- Continuous feedback received from the community,
- Recording demand for service
- Data analysis from Midwifery and mental health services and service users.

SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider

what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

As above.

SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
A	CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED	X
B	JUSTIFY AND CONTINUE THE POLICY/PROPOSAL	
C	CHANGE / ADJUST THE POLICY/PROPOSAL	
D	STOP OR ABANDON THE POLICY/PROPOSAL	

SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date

SECTION F – SIGN OFF

Please ensure this section is signed.

OFFICER:	Janice Constance and Clementine Djatmika
HEAD OF SERVICE:	John Licorish

CYP004 Develop a shared fostering service with other WLA boroughs, resulting in staffing efficiencies

EQUALITY ANALYSIS (EA)

POLICY/PROPOSAL:	CYP004
DEPARTMENT:	Children and Young People
TEAM:	Looked After Children and Permanency Service
LEAD OFFICER:	Onder Beter
DATE:	04/01/2019

NB: Please ensure you have read the accompanying EA guidance and instructions in full.

SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Development of a joint fostering service with at least one other West London local authority. This would mean joint recruitment, assessment and approval of foster carers as well as support provided to them.

The aim is to recruit and retain more in-house foster carers who could provide a stable family environment to looked after children in those local authority areas. The outcomes are in line with the CYP Departmental Plan and the Borough Plan.

2. Who may be affected by this policy or proposal?

The aim is to attract Brent and other West London local authority residents into fostering. No one is considered to be affected by this change in a negative way. In fact, via joint and more effective recruitment campaigns more prospective foster carers could be reached.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Providing children in care with stable and caring homes and running a fostering service are amongst councils' public sector duties. Hence, making these changes, it is anticipated that the Council's public sector duty will be fulfilled in a more efficient way.

4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		x	
Sex		x	
Race		x	
Disability		x	
Sexual orientation		x	
Gender reassignment		x	
Religion or belief		x	
Pregnancy or maternity		x	
Marriage		x	

5. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?	x	
Does the policy or proposal relate to an area with known inequalities?		x
Would the policy or proposal change or remove services used by vulnerable groups of people?	x	
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	x	
If you have answered YES to ANY of the above, then proceed to section B.		
If you have answered NO to ALL of the above, then proceed straight to section D.		

SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

There is a nationally acknowledged shortage of foster carers for children in care. Brent is not an exception. Whilst local authorities struggle to recruit and retain sufficient number of foster carers, the private and voluntary sector can offer a more flexible and financially attractive package for foster carers. This results in a competitive market. Foster carers recruited by the private and voluntary sector are commissioned by local authorities, especially when they lack in-house foster placements, which is financially burdensome.

In preparation for this project, fostering data for both Brent and one other West London local authority has been reviewed alongside the relevant fostering strategies (marketing and sufficiency strategies).

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	It is a challenge to place older looked after children in fostering settings due to lack of sufficiency. A combined approach should enable a newly created agency to reach more potential foster carers who might be able to provide placements for children of all ages.
DISABILITY	
Details of impacts identified	Reaching out to more potential foster carers would broaden the profile of carers who could offer placements to children with disabilities.
RACE	
Details of impacts identified	Reaching out to more potential foster carers will improve the ability to offer better cultural and ethnic matches between children and their foster carers, including continuing high numbers of unaccompanied asylum seeking children.

SEX	
Details of impacts identified	Reaching out to more potential foster carers will improve the number of fostering households where the lead carer is male.
SEXUAL ORIENTATION	
Details of impacts identified	Reaching out to more potential foster carers will improve the ability to offer placements for children with carers who understand and identify with children's sexual orientation. With greater scope for marketing and recruitment activity in a new arrangement the proposed agency can target recruitment campaigns towards same sex households.
PREGANCY AND MATERNITY	
Details of impacts identified	Not Applicable
RELIGION OR BELIEF	
Details of impacts identified	Having a broadened profile of foster carers will increase the possibility of better matching of children with carers who share their families religion or belief systems.
GENDER REASSIGNMENT	
Details of impacts identified	Reaching out to more potential foster carers will improve the ability to offer placements for children with carers who understand and identify with gender reassignment issues.
MARRIAGE & CIVIL PARTNERSHIP	
Details of impacts identified	Not Applicable

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Further work is planned to take place in 2019 with fostering services in Brent and other West London authorities.

5. Please detail any areas identified as requiring further data or detailed analysis.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

Regular reviews – performance meetings and performance indicators for looked after children will be used.

SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

A remaining lack of sufficient fostering households to meet demand following the implementation of these changes. This risk is mitigated by making sure there will be regular performance management that puts recruitment and retention of foster carers under consistent scrutiny.

One local authority may benefit from the new arrangement more favourably than another. The risk will be mitigated by transparent and open protocols and processes agreed and relevant levels of authorisations granted. Regular reviews of fostering panel activity as well as retention of foster carers will take place.

SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
A	CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED	x
B	JUSTIFY AND CONTINUE THE POLICY/PROPOSAL	
C	CHANGE / ADJUST THE POLICY/PROPOSAL	
D	STOP OR ABANDON THE POLICY/PROPOSAL	

SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date
N/A			

SECTION F – SIGN OFF

Please ensure this section is signed.

OFFICER:	Onder Beter
HEAD OF SERVICE:	Onder Beter

CYP005 Create additional local alternative education provision with enhanced activities for young people at the Roundwood Centre site

EQUALITY ANALYSIS (EA)

POLICY/PROPOSAL:	CYP005
DEPARTMENT:	Children and Young People
TEAM:	Inclusion
LEAD OFFICER:	Bhavna Bilimoria
DATE:	07/01/2019

NB: Please ensure you have read the accompanying EA guidance and instructions in full.

SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary of its objectives and the intended results.

This Equalities Assessment is in respect of the changes planned to the Youth Offer currently delivered by the Local Authority. In order to meet the needs of children at risk of permanent exclusion from school the Council intends to create more local provision by commissioning the creation of a new alternative provision school from the Roundwood Youth Centre site, enhancing the existing arrangements that are in place. Alongside this will be a greater youth and community offer from the site by enabling more use of the centre in the evenings, at weekends and school holidays.

The change of focus will be that an education provider, in partnership with the voluntary sector (including the Young Brent Foundation), will ensure new and enhanced services are offered to Brent's young people. The Local Authority will provide a co-ordinating function, making better use of its asset in the shape of the Roundwood site to meet the needs of children and young people who will benefit most from additional support outside the home.

The Local Authority has a responsibility under section 507b of the Education Act 1996 (as amended by Education and Inspections Act 2006) to secure, so far as reasonably practicable, sufficient educational and recreational activities which are for the improvement of young people's well-being, personal and social development, and sufficient facilities for such activities for young people aged 13 – 19, (or up to 25 for young people with additional needs).

The Council also has a statutory responsibility to publish a Youth Offer – a directory listing all provision across Brent. There is no requirement on the Local Authority to directly fund or deliver services to a particular level (or at all). Current Local Authority funded youth work programmes will end under the proposal.

Current Delivery Model:

1) Youth work activities. Following service reductions in 2016 the Council continued to directly provide youth work activities from the Roundwood Centre site. A team leader and a small part-time team of youth workers deliver activities for young people on 3 nights a week from the Roundwood site. A variety of activities are delivered on those 3 evenings including cookery, music production, table tennis, Wii sport, craft activities - as well as positive mentoring by local authority youth workers. Providers from the voluntary sector deliver services on the remaining weekday evenings. Providers include: Sport at the Heart; The SAAFI Project; Zest of Mind; St. Michael and All Angels Church Steel band; Middlesex Cricket Club; The Challenge Project; QPR Community Trust.

2) 'Right Track'. Also operating during the day within term-time is a project called 'Right Track' which provides classroom based activities for a small number of young people who have received fixed-term school exclusions. The project is funded by Brent secondary schools and has demonstrated an effective model of intervention for children. 'Right Track' operates independently of the youth work provision from the site.

3) 16+ Education, Employment and Training Advice (Connexions). A Brent Council funded offer to provide advice and guidance to young people regarding their education, employment and training options is also based from the Roundwood site. This successful project has helped Brent to be in the top 20% of Local Authority's nationally in terms of the number of young people who are in education, employment and training. The project operates independently of the youth work provision from the site.

Proposed Delivery Model:

The plan is to transition the Roundwood Youth Centre site to a new provider, enhancing the current youth offer whilst connecting up the needs of young people at risk of school exclusion to positive activities outside of the school day. The needs of all Brent's young people who have been excluded cannot currently be met within the borough. Establishing a new site for alternative education provision will increase the numbers of young people who will receive their schooling closer to home, rather than out of the borough which is currently the case.

It is planned that the 16+ education, employment and training advice (Connexions) offer would continue to operate from the site with clearer links established to the new alternative education provision and wraparound youth activities so there is co-ordination of the various services on offer, based around the needs of individual young people.

The intended governance arrangements would bring the voluntary sector, potentially through the Young Brent Foundation and the Local Authority into a formal partnership

that will ensure a co-ordinated approach to all services as well as the ability to access a wider network of grant funding.

The Council has a statutory responsibility to publish a Youth Offer – a directory listing all provision across Brent. In the proposed new delivery model the Local Authority will continue to publish a Youth Offer. Work has been undertaken in the Local Authority to develop the online Youth Offer, 'Brent Youth Zone'. Council officers will continue to gauge feedback to improve the site to make it accessible to young people. The Council is also looking into the potential development of an App. to go alongside 'Brent Youth Zone'.

The expected outcomes of the new alternative provision and enhanced youth offer will be:

- To improve the educational outcomes of young people at risk of exclusion or who have been excluded from mainstream secondary school.
- To provide alternative, structured pathways into education, employment and training for the 16-19 age group, reducing still further the numbers of 'NEET' young people in the borough.
- To provide a comprehensive, up to date and all-encompassing Youth Offer that will include positive diversionary activities for the universal cohort of young people, contributing towards overall Council objectives that will:
 - give every child the opportunity to succeed;
 - create a borough where all can feel safe, secure, happy and healthy.

2. Who may be affected by this policy or proposal?

Changes to the Youth Offer will affect young people aged 13 to 19 (and up to 25 for young people with Special Educational Need and Disability (SEND)). Further detail is included in section B. Some Brent Council officers will also be affected as the proposals will affect the direct work currently delivered by youth workers at Roundwood Youth Centre.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

There is a relevance to the public sector equality duty in relation to fostering good relations within the community.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age	X	X	
Sex		X	
Race	X	X	
Disability		X	
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		X	

5. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?	X	
Does the policy or proposal relate to an area with known inequalities?	X	
Would the policy or proposal change or remove services used by vulnerable groups of people?	X	
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	X	
If you have answered YES to ANY of the above, then proceed to section B.		
If you have answered NO to ALL of the above, then proceed straight to section D.		

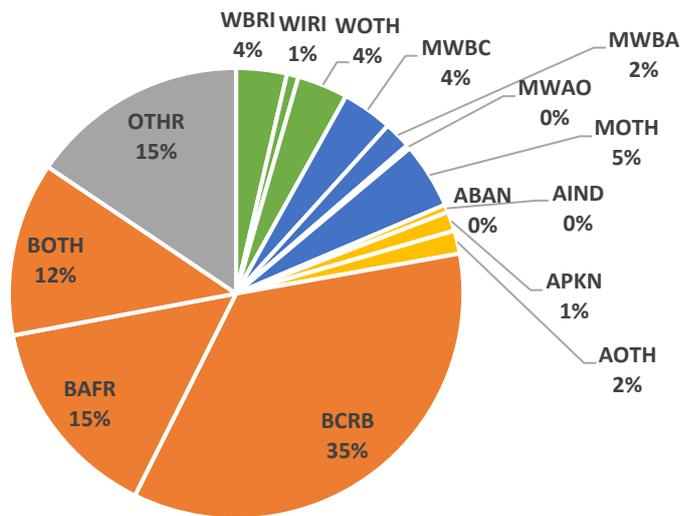
SECTION B – IMPACT ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

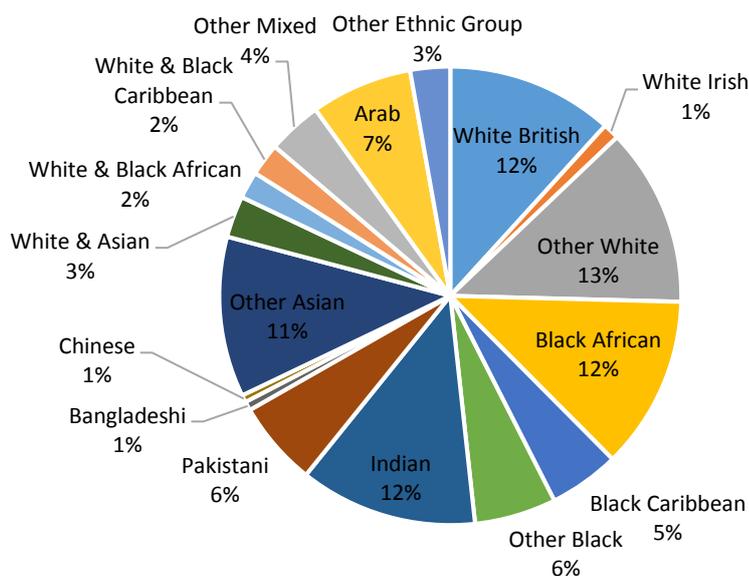
The GLA 2016-based Housing-led Ethnic Group Population Projections have been used to compare the ethnicities of the borough wide 0-17 cohort and the cohort that attend Roundwood Youth Centre. The figures taken from Roundwood Youth Centre are based on number of individual contacts.

In 17/18 361 young people aged 13-19 attended Roundwood Youth Centre. The ethnicity of the majority of young people in attendance was Black Caribbean, followed by Black African and Black Other. The proportion of Black Caribbean attendees is significantly higher than the proportion of Black Caribbean young people across Brent.

Roundwood YC Ethnicity Breakdown, Aged 13-19 (Annual)



0-17 population in Brent by ethnicity



Enhancing the youth offer will have a beneficial impact upon young people, particularly from black ethnic backgrounds as these groups have the highest attendance at current youth provision.

More than 80% (as at January 2019) of young people who require alternative education provision attend a setting out of the borough. Improving the number of places within the local area will ensure young people can be educated closer to home, reducing travelling time and potential safeguarding risks for some young people.

Further information is required to determine the overall impact of a new alternative provision educational setting for young people of secondary school age. Initial judgements are based on professional opinion within the Inclusion Service and focus group discussions with local secondary school Head teachers, as well as the voluntary sector including the Young Brent Foundation.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	<p>The proposed delivery model will continue to provide an open access youth offer and deliver positive diversionary activities for young people aged 13-19 (and up to 25 for young people with SEND). The proposed changes will see the Local Authority end their role in direct delivery of universal youth services by co-ordinating the alternative provision and voluntary sector offer. The potential positive impact will be the creation of more joined up, wraparound services being available to connect daytime educational provision with evening youth activities. This will also apply to the education, employment and training project. A potential negative impact for young people may be seen in any change to providers and individuals delivering services to them and some disruption to the continuity of service.</p> <p>The Council has a statutory responsibility to publish a Youth Offer – a directory listing all provision across Brent. In the proposed new delivery model this will continue and so there is no anticipated negative impact.</p>
DISABILITY	

<p>Details of impacts identified</p>	<p>The proposed delivery model aims to continue to provide a universal youth offer and deliver positive diversionary activities for young people aged 13-19 (and up to 25 for young people with SEND). There will be a positive impact for any young people with additional needs through the creation of alternative educational provision as the services will be available locally and can be connected to extra-curricular youth activities. This will enable any relevant young people with an education, health and care plan to receive services co-ordinated from the same venue.</p> <p>A potential negative impact for young people may be seen in any change to providers and individuals delivering services to them and some disruption to the continuity of service.</p> <p>The Council publishes information for children and young people with special educational needs and disabilities (and their parents/carers) via the Local Offer. The Local Offer signposts organisations and groups that are accessible to children and young people with special educational needs and disabilities (and their parents/carers) and this service will not be affected by the proposed changes.</p>
<p>RACE</p>	
<p>Details of impacts identified</p>	<p>Enhancing the youth offer will have a beneficial impact upon young from black ethnic backgrounds as these groups have the highest attendance at current youth provision.</p> <p>As young people from black ethnic backgrounds are the largest group attending current provision at the Roundwood site a potential negative impact may be seen in any change to providers and individuals delivering services and possible disruption to the continuity of service during a handover period.</p>
<p>SEX</p>	
<p>Details of impacts identified</p>	<p>Further investigation is required to understand the impact of the proposed changes on sex, however the proposed delivery model will aim to continue to offer a universal youth offer and deliver positive diversionary activities for young people aged 13-19 (and up to 25 for young people with SEND). Roundwood Youth Centre is accessed by young men and women (with a female only session run on a Thursday). Further detail will be gathered on the</p>

	female only session to determine any impacts that a change in service and/or provider would have.
SEXUAL ORIENTATION	
Details of impacts identified	There are no anticipated impacts for sexual orientation.
PREGANCY AND MATERNITY	
Details of impacts identified	There are no anticipated impacts for pregnancy and/or maternity.
RELIGION OR BELIEF	
Details of impacts identified	There are no anticipated impacts for religion or belief.
GENDER REASSIGNMENT	
Details of impacts identified	The proposed delivery model will aim to continue to offer a universal youth offer and deliver positive diversionary activities for young people aged 13-19 (and up to 25 for young people with SEND) and any service provider would have to ensure they did not discriminate based on gender reassignment.
MARRIAGE & CIVIL PARTNERSHIP	
Details of impacts identified	There are no anticipated impacts for marriage and civil partnership.

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Over the past few years the Local Authority has consulted with young people, Roundwood Youth Centre users, Council staff and other stakeholders on the Youth Offer. Young people's views were gained from users of the Roundwood Youth Centre as well as Brent Youth Parliament, Care in Action / Care Leavers in Action and other focus groups. Young people were also consulted with as part of the Outcome Based Reviews related to Gangs and children on the edge of care.

The Brent Youth Zone website has been developed in collaboration with young people across the borough including Brent Youth Parliament and users of Roundwood Youth Centre. A questionnaire was distributed with around 40 responses giving feedback on what they would like from the website.

There has been ongoing consultation with education providers and the voluntary sector around the proposed Alternative Provision and how it could work within Brent.

As firm plans are developed, that will set out the commissioning intentions for the new provision, young people will be consulted and any amendments made to the specification as a result of this.

5. Please detail any areas identified as requiring further data or detailed analysis.

Further consultation with young people is required related to the specific delivery model proposed. This is proposed to occur by April 2019.

Further investigation is required to understand the impact of the proposed changes on sex.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

The specification for the proposed Alternative Provision will clearly state the need for the inclusion of employment, advice and guidance services alongside an expanded youth and community offer aimed at young people after school, at weekends and during school holidays. The Local Authority also intends to be represented within the governance arrangements for the new provision in order to ensure wider Council objectives are realised. These approaches will mitigate any potential negative impact of the proposed changes. The Local Authority will have ongoing contract monitoring of any service specification, this will also include equalities monitoring. The Local Authority will signpost affected individuals to other services available including those within the Council's Early Help services or through the proposed Family Hubs.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

- Contract monitoring of any new procured service against service specification.
- Through data monitoring of school exclusion data and overall outcome measures for children attending the alternative provision.
- An annual survey of young people using the new out of school hours open access provision.

SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

The proposed policy to transform the Roundwood centre to an alternative educational setting with community youth activities will continue to provide positive diversionary activities for young people aged 13-19 (and up to 25 for young people with SEND) within Brent. It is more likely to enhance and improve the current offer to young people within the borough than through current service provision – primarily through the greater connectedness of services that will provide a more connected approach based around the needs of individual young people.

The potential for negative impact as described above in section B can be mitigated through effective Local Authority oversight of contract management, clear partnership expectations with the voluntary sector and alternative education provider alongside robust governance arrangements. Some further investigation into the impact of the proposed changes on grounds of gender is required.

The proposed Alternative Provision will also support young people at risk of exclusion through offering alternative pathways into education, employment and training. This element of the proposal will have a positive impact on Brent young people.

SECTION D – RESULT

Please select one of the following options. Mark with an “X”.

A	CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED	X
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B	JUSTIFY AND CONTINUE THE POLICY/PROPOSAL	
C	CHANGE / ADJUST THE POLICY/PROPOSAL	
D	STOP OR ABANDON THE POLICY/PROPOSAL	

SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date
Identify the sex (gender) of Roundwood Youth Centre users	Identify any impacts that may arise from information	Sarah Miller	By April 2019
Consultation with young people across the borough (and directly in Roundwood Youth Centre) about the new service delivery model	Local Authority to gain the views of young people in the borough regarding the new service, and share the research with new provider	Sarah Miller	By April 2019
Consultation with voluntary/community organisations in the borough (and directly in Roundwood Youth Centre) about the new service delivery model	Local Authority to gain the views of the voluntary/community sector regarding the new service, and share the research with new provider	Sarah Miller	By April 2019
Consultation with current staff employed in Roundwood Youth Centre about the new service delivery model	Local Authority to inform and gain the views of the staff employed in Roundwood Youth Centre on the proposed changes	Sarah Miller	By April 2019
Contract monitoring of any Alternative Provision and community activities aimed at young people procured for Roundwood	New provider to meet service specification such that community/youth offer is delivered	Sarah Miller	Termly as per contract

SECTION F – SIGN OFF

Please ensure this section is signed.

OFFICER:	Bhavna Bilmoria
HEAD OF SERVICE:	Sarah Miller, January 10 th 2019

EQUALITY ANALYSIS (EA)

POLICY/PROPOSAL:	CYP008
DEPARTMENT:	Children and Young People
TEAM:	Early Help
LEAD OFFICER:	Sue Gates
DATE:	12/12/18

NB: Please ensure you have read the accompanying EA guidance and instructions in full.

SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Development of Family Hubs from the existing Children's Centres by reduction of the current number of 17 Children's Centres to 8 Family Hubs. Children's Centres remit is families with children 0-5 whereas Family Hubs will bring together the focus of whole family working from 0-19 (25 for those of SEND). Families currently accessing Children's Centres will still be able to access services through the Family Hubs. Children's Centres are well placed to transform into Family Hubs, they are well known, are non-stigmatising and are in a range of accessible locations and already offer a range of services delivered by Brent Council and partners. The actual sites are yet to be confirmed but the hubs will be targeted in areas of the borough with the highest usage and levels of deprivation as well as taking into consideration the size and locality of the current Children's Centre buildings.

The aims and objectives of the Family Hubs will closely align with the agreed Outcome Based Reviews that considered adolescents on the edge of care and involved in gang activity. The objectives will also be closely aligned to key public health outcomes related to children and their families in areas such as all children receiving timely ASQ reviews, childhood obesity and tooth decay.

It is anticipated that the affected families will be made aware of the changes through the centres, and formal reports that will be released after the budget consultation period. With the change / closure of any CC's, the council will also be required to carry out consultation as stated in accordance to statutory guidance from the DfE.

2. Who may be affected by this policy or proposal?

Families living in areas near to those children’s centres that will close may not be able to access those support services as easily, meaning they will need to travel further, this can be more difficult for those with SEND.

Families affected will be informed at all stages of development, ensuring they are aware of their nearest Family Hub and what services they will still be able to access.

3. Is there relevance to equality and the council’s public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

People in particular age groups. Families with under 5’s living in areas near to those children’s centres that will close may not be able to access those support services as easily.

Brent Under 5 population estimates

Data Source:

2016-based demographic projections, London ward population projections Housing-led Model, released in 2017

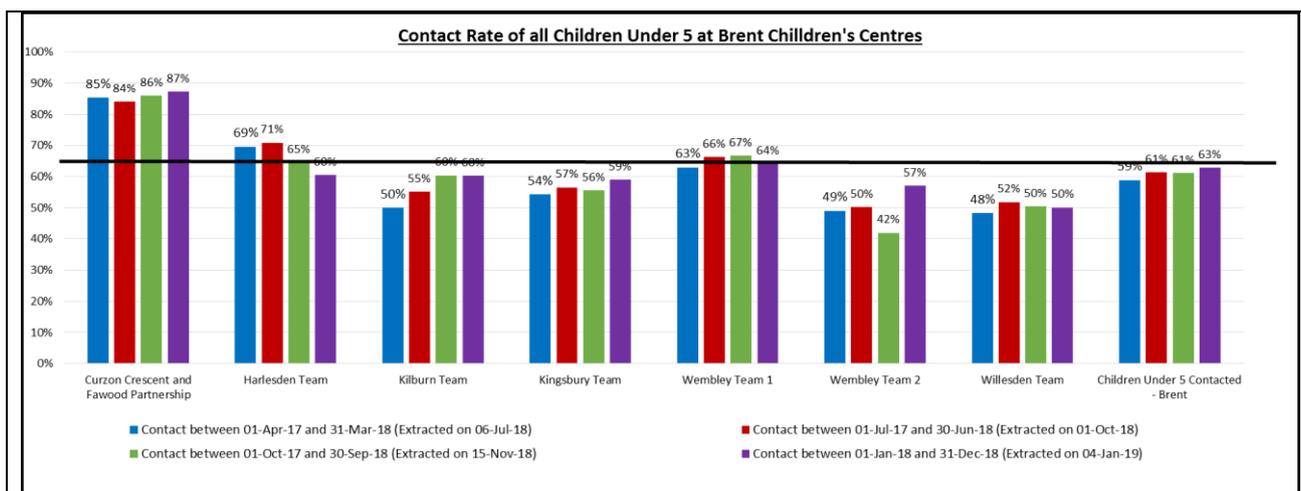
Citation: © GLA 2016-based Demographic Projections

Year / Age Group	Under 1	Age 1	Age 2	Age 3	Age 4	Total under 5 population	Difference each year
2018	5103	4970	4963	4880	4780	24696	
2019	5124	4986	4878	4864	4784	24636	-60
2020	5130	4991	4883	4777	4762	24543	-93
2021	5121	4992	4882	4773	4675	24443	-100
2022	5106	4980	4882	4770	4669	24407	-36
						Percentage decrease (from 2018 to 2022)	1.17%

NB: GLA population estimates are higher than the data provided by NHS

From this data the 5-year projection of the under 5’s population is expected to remain broadly the same as in 2018.

Based on the 2011 census, the under 5’s make up 21% of Brent’s population and from the 2015 JSNA it had increased by 11% taking the population of 0-5’s up to 32%.



The current contact rates for the Locality teams within the Early Help service can be seen in the above chart. The current target is to reach 65% of registered children.

4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age			x
Sex		x	
Race		x	
Disability		x	
Sexual orientation		x	
Gender reassignment		x	
Religion or belief		x	
Pregnancy or maternity			x
Marriage		x	

5. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?	x	
Does the policy or proposal relate to an area with known inequalities?		x

Would the policy or proposal change or remove services used by vulnerable groups of people?	x	
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	x	
<p>If you have answered YES to ANY of the above, then proceed to section B.</p> <p>If you have answered NO to ALL of the above, then proceed straight to section D.</p>		

SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

2.

Outcome Based Reviews that were carried out by the council.

The community and affected families have been given the opportunity to complete the public consultation that opened in October 2018 and will run until the end of January 2019. Four Brent Connect meetings also took place for the public to attend to find out more about the proposed changes as part of the consultation. This consultation has also been promoted to the affected families through the existing Children's Centres.

Should this budget proposal be approved, statutory Children's Centre consultation will need to take place and consultation around the remit and location of the proposed Hubs will need to be carried out.

The annual impact study takes place for the Children's Centres, latest available data shows a 97% satisfaction rate for Brent CC's.

99% report positive impacts for themselves & 100% for their children from taking up support related to health & wellbeing.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	<p>A potential disproportionate impact on the most vulnerable families such as those requiring social care intervention mitigated by the creation of family hubs that will widen the age of support available and target the hubs in the areas of the borough with the greatest level of need.</p> <p>Early intervention outcomes may worsen for children, such as those requiring social care intervention, health outcomes may worsen – for example tooth decay continues to worsen and obesity levels continue to rise. Other poor outcomes may include children achieving below the expected level for the Early Years Foundation stage profile and children with SEND left being undiagnosed therefore unable to access intervention when needed – further impacting on their educational achievements once they reach formal school age.</p>
DISABILITY	
Details of impacts identified	Some families with disabled members may find it harder to travel to the Family Hubs as these may be spread across the borough.
RACE	
Details of impacts identified	Not Applicable
SEX	
Details of impacts identified	Not Applicable
SEXUAL ORIENTATION	
Details of impacts identified	Not Applicable

PREGANCY AND MATERNITY	
Details of impacts identified	As integrated centres, there are services provided by the midwifery team around antenatal and postnatal support, closure of CC's may mean that some expectant / new parents will have difficulty accessing such support.
RELIGION OR BELIEF	
Details of impacts identified	Not Applicable
GENDER REASSIGNMENT	
Details of impacts identified	Not Applicable
MARRIAGE & CIVIL PARTNERSHIP	
Details of impacts identified	Not Applicable

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No as Family Hubs will be intended to have a 'whole family approach' allowing children and young people from 0-19 to access services from a hub, this is further extended to 25 if they have any SEND needs. The hubs will consist of targeted intervention and also some universal services that will be open to all.

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Public consultation of the Budget Proposals is currently open, commenced from October 2018 and will run until end of January 2019. There have been 5 Brent Connect meetings in different parts of the borough as part of the public consultation. Feedback is currently unavailable as this consultation is still open, the council will compile a report on the findings. The Family Hub concept was created as a result of

an outcome based review that included considerable consultation with members of the public and voluntary sector organisations.

5. Please detail any areas identified as requiring further data or detailed analysis.

'Take-up' data within the Hub areas needs to be analysed to ensure it is reflective of the families within the area. Proposed outcome targets need to be established for the Hubs.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

It is not anticipated that negative impacts will remain.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

Regular reviews - performance management cycle for the Family Hubs, (yet to be agreed) involves scrutiny on data against set targets which are also yet to be agreed, contract management with commissioned providers. Reviews are likely to take place on a quarterly basis.

SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

Disproportionate impact on most vulnerable families - This risk is mitigated by the creation of family hubs that will widen the age range of support available to families who require support and target the hubs in the areas of the borough that have the highest usage and deprivation levels as well as considering the size and locality of individual centres.

Early intervention outcomes worsen for children - This risk is mitigated by ensuring the design of the new family hub model uses research findings to make best use of available resources and that these are broadened to cover school age children. This

will allow greater reach of new targeted services into families than is currently possible with the existing model.

The Local Authority will need to ensure engagement with affected communities with the transfer to Family Hubs from Children’s Centres at all stages. Families will be informed via the existing Children’s Centres, signposting to the relevant reports and having the information readily available through the Brent website.

SECTION D – RESULT

<i>Please select one of the following options. Mark with an “X”.</i>		
A	CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED	x
B	JUSTIFY AND CONTINUE THE POLICY/PROPOSAL	
C	CHANGE / ADJUST THE POLICY/PROPOSAL	
D	STOP OR ABANDON THE POLICY/PROPOSAL	

SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date
Consultation with users and stakeholders	Transparency and open discussion with those affected to discuss the purpose of Family Hubs and what they may look like.	Sue Gates	October 2019
Identification and commissioning of key partnerships necessary for Family Hub services to be delivered.	Key partnerships in place with agreed SLAs prior to Family Hub launch.	Sue Gates	October 2019
Closure of Children’s Centres and transfer to Family Hub model.	Identified centres transferred to Family Hubs, bringing together a more integrated approach	Sue Gates	October 2020

	of working. Governance will need to be explored and agreed, this will involve key stakeholders forming a management committee. This will support with ensuring integrated working is fully developed.		
Continuous engagement with the community.	Community being kept up to date with the developments.	Sue Gates	Continuous
Early intervention services continue to take place within the Family Hubs, paying particular focus to those in target groups and most in need.	Families to still be able to access a range of services to support their needs at the right time, avoiding the need to further escalation.	Sue Gates	Continuous
Performance Management Cycle to be agreed and in place for Family Hubs	Family Hubs are regularly monitored with clear targets (that are yet to be agreed) but are likely to combine educational, health and economic objectives to delivering to a high quality service with appropriate support and guidance from LA. These will be monitored against the Performance Management Cycle which will include scrutinising data.	Sue Gates	To be agreed prior to October 2020 and be operational upon Family Hubs launch

SECTION F – SIGN OFF

Please ensure this section is signed.

OFFICER:	Leena Choi
HEAD OF SERVICE:	Sue Gates

RES003 and RES004 Service modernisation- reduced opening hours, more digital services and demand management

EQUALITY ANALYSIS (EA)

POLICY/PROPOSAL:	RES 003 and RES 004
DEPARTMENT:	Resources
TEAM:	BCS
LEAD OFFICER:	Margaret Read
DATE:	January 2019

NB: Please ensure you have read the accompanying EA guidance and instructions in full.

SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Implementation of digital services to migrate contact handling from more expensive channels such as face to face and telephony. This will include implementation of Robotic Processing Automation and improvements to the current on line offer for customers to increase the number of enquiries handled through self-service facilities including diverting customers away from using telephone and face to face access methods where appropriate. I.e. where services can easily be accessed in this way

It is also proposed to launch a new Universal Offer to all residents which will set an expectation to self-serve using digital channels – in order to provide more personalised and tailored support to those who are most vulnerable. Customers needing help will be identified through a framework which will determine the type of assistance needed with staff empowered to deliver bespoke support required.

Review of current contact to identify key causes of failure demand and remedial action to address root causes and prevent this reoccurring.

2. Who may be affected by this policy or proposal?

Robotic processing will not directly affect customers with any protected characteristic – as this will change the way in which work is processed but not the nature of the service being delivered. Automated processes will reduce the need for staff to carry out less complex tasks however staffing reductions will be managed through natural turnover and as such will not directly impact staff.

As our digital offer improves, this will have a beneficial impact for customers as it will improve the ease with which they can self-serve. Customers are already required to

self-serve through digital channels following a change to the BCS operating model agreed by cabinet in November 2017. As specific changes are developed, any groups specifically affected will be identified.

3. Is there relevance to equality and the council’s public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

The changes proposed to achieve savings will not reduce or adversely affect the current service provided to customers but will improve the ease with which customers can access self-service facilities (with assistance where required), reduce processing time and will release capacity in order to deliver more tailored assistance to vulnerable customers (as failure demand reduces). As specific changes are identified through development of a new universal access offer, potential impacts of protected groups may arise and will be addressed through a further Equalities Assessment

4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age	x		
Sex	x		
Race	x		
Disability	x		
Sexual orientation	x		
Gender reassignment	x		
Religion or belief	x		
Pregnancy or maternity	x		
Marriage	x		

5. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?	x	
Does the policy or proposal relate to an area with known inequalities?	x	
Would the policy or proposal change or remove services used by vulnerable groups of people?		x
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	x	
<p>If you have answered YES to ANY of the above, then proceed to section B.</p> <p>If you have answered NO to ALL of the above, then proceed straight to section D.</p>		

SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

A review of Access arrangements was undertaken between Sept 2018 and Jan 2019 and this identified the need to improve aspects of the current self-service offer for residents via the My Account portal. Approximately 45% of visitors to the Customer Services Centre advised that they had tried to resolve their enquiry through other channels, before visiting –including attempts to use self-service facilities such as online systems and attempting to get through on the telephone. Improvements to address the difficulties that customers are experiencing using self-service facilities including providing computer/device access and assistance to be able to use these facilities where needed should have a positive impact for all protected groups.

The revised offer to vulnerable residents which is being developed as part of the wider customer access review will take account of the specific barriers that are faced when using online services, particularly those who fall into protected groups. For example, this will include those that are digitally excluded i.e. don’t have access to facilities and/or do not know how to use online services together with other barriers that some face where even with significant degrees assistance are unlikely to be able to self-serve successfully.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached

these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	Older people are less likely to be confident in using digital self service facilities. The newly developed offer to residents will clearly set out the support and help available to them to access self service facilities and also the arrangements for assisting them where they are unable to self-serve. This may include providing access to facilities, training, and assistance with accessing services including through locality hubs and provision of assistance in peoples’ homes where appropriate. Residents that are able to access services themselves by online self service will be diverted to use this method where appropriate in order to prioritise resources to assist those that need additional support
DISABILITY	
Details of impacts identified	People with learning disabilities and those suffering from mental health may find it more difficult to use digital self-service facilities and require assistance or provision of services in a different way. However, in some cases there will be a positive impact through provision of webchat and improved online facilities e.g. in the case of hearing and visual impairment. The newly developed offer to residents will clearly set out the support and help available to them to access self service facilities and also the arrangements for assisting them or providing services where they are unable to self-serve. This may include providing access to facilities, training, and assistance with accessing services including through locality hubs and provision of assistance in peoples’ homes where appropriate. Residents that are able to access services themselves by online self service will be diverted to use this method where appropriate in order to prioritise resources to assist those that need additional support
RACE	
Details of impacts identified	People whose first language isn’t English may find it more difficult to use digital self-service channels. The newly developed offer to residents will clearly set out the support and help available to them to access self service facilities and also the arrangements for assisting them where they are unable to self-serve. This may include translation services and facilities

	through the Council website, training, and assistance with accessing services including through locality hubs. Residents that are able to access services themselves by online self service will be diverted to use this method where appropriate in order to prioritise resources to assist those that need additional support
SEX	
Details of impacts identified	The newly developed offer to residents will clearly set out the support and help available to them to access self service facilities and also the arrangements for assisting them where they are unable to self-serve. This may include providing access to facilities, training, and assistance with accessing services including through locality hub. Residents that are able to access services themselves by online self service will be diverted to use this method where appropriate in order to prioritise resources to assist those that need additional support.
SEXUAL ORIENTATION	
Details of impacts identified	The newly developed offer to residents will clearly set out the support and help available to them to access self service facilities and also the arrangements for assisting them where they are unable to self-serve. This may include providing access to facilities, training, and assistance with accessing services including through locality hubs. Residents that are able to access services themselves by online self service will be diverted to use this method where appropriate in order to prioritise resources to assist those that need additional support.
PREGANCY AND MATERNITY	
Details of impacts identified	The newly developed offer to residents will clearly set out the support and help available to them to access self service facilities and also the arrangements for assisting them where they are unable to self-serve.
RELIGION OR BELIEF	

Details of impacts identified	The newly developed offer to residents will clearly set out the support and help available to them to access self service facilities and also the arrangements for assisting them where they are unable to self-serve. This may include providing access to facilities, training, and assistance with accessing services including through locality hubs. Residents that are able to access services themselves by online self service will be diverted to use this method where appropriate in order to prioritise resources to assist those that need additional support.
GENDER REASSIGNMENT	
Details of impacts identified	The newly developed offer to residents will clearly set out the support and help available to them to access self service facilities and also the arrangements for assisting them where they are unable to self-serve.
MARRIAGE & CIVIL PARTNERSHIP	
Details of impacts identified	The newly developed offer to residents will clearly set out the support and help available to them to access self service facilities and also the arrangements for assisting them where they are unable to self-serve.

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

As no negative impacts have been identified – engagement is not considered necessary at this stage, however it is likely that further engagement activities will be required as the new access offer is developed in order to test that it is fit for purpose.

5. Please detail any areas identified as requiring further data or detailed analysis.

A data set providing information on the breakdown of types of customers together with potentially protected groups will be captured and collated in order to inform development of the new access offer to Brent residents.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

Any remaining negative impacts will be identified and justified through another EA following development of the new access offer.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

A further EA will be carried out when the new access offer is developed further, including arrangements in place for vulnerable customers and those that will need assistance/support to self-serve.

SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

There are no further actions identified as this stage but will likely be identified through a further EA on development of the revised access offer.

SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
A	CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED	x
B	JUSTIFY AND CONTINUE THE POLICY/PROPOSAL	
C	CHANGE / ADJUST THE POLICY/PROPOSAL	
D	STOP OR ABANDON THE POLICY/PROPOSAL	

SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date
Undertake EA of new universal access offer and offer to vulnerable residents	To ensure that the revised access offer does not adversely impact on any protected group and develop any associated action plan	Sally Hodgson	April – May 2019

SECTION F – SIGN OFF

Please ensure this section is signed.

OFFICER:	Sally Hodgson
HEAD OF SERVICE:	Margaret Read (Operational Director)

RES011, RES011A, RES011B Review of Council tax support scheme - estimated 3, 7% or 15% reduction in total expenditure

EQUALITY ANALYSIS (EA)

POLICY/PROPOSAL:	RES011
DEPARTMENT:	Resources
TEAM:	Benefits (Customer Services Operations)
LEAD OFFICER:	David Oates
DATE:	9 January 2019

NB: Please ensure you have read the accompanying EA guidance and instructions in full.

SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

It is proposed to review the Council Tax Support scheme from 2020/21. There are currently three options proposed, which range from producing savings of £0.6m, £2.3m and £3.3m.

The exact mechanism in which this will be achieved has yet to be determined as detailed financial modelling is required to be undertaken.

Note that the figures quoted in these options are gross figures, i.e. they include the GLA precept.

2. Who may be affected by this policy or proposal?

Other than pensioners (who are protected by a prescribed national scheme) this proposal will affect those residents of working age who are currently eligible for council tax support (approximately 17,000 claimants).

The level of changes to the current scheme are not yet known but the individuals / groups impacted by the selection of changes is.

The exact impact on individuals or groups with protected characteristics will be determined by the final design of the scheme.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes. This proposal may have negative impacts on some equality groups, because to make the required saving some or all current claimants will receive less financial support. Efforts will be made to not disproportionately weight the impacts towards one group or other, however a disproportionate impact cannot be ruled out, especially if groups with certain characteristics are disproportionately protected under the current scheme.

The exact nature of the impacts will depend on the final design of the scheme

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age	X		X
Sex	Cannot be predicted until the scheme design has been determined. A draft scheme and provisional EA will be available in May 2019		
Race			
Disability			
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity	Cannot be predicted until the scheme has been		
Marriage		X	

5. Please complete **each row** of the checklist with an "X".

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?	X	
Does the policy or proposal relate to an area with known inequalities?		X
Would the policy or proposal change or remove services used by vulnerable groups of people?	X potential	

Has the potential for negative or positive equality impacts been identified with this policy or proposal?	X	
<p>If you have answered YES to ANY of the above, then proceed to section B.</p> <p>If you have answered NO to ALL of the above, then proceed straight to section D.</p>		

SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

The review of the current CTS scheme is still early in its design phase. The current scheme pays CTS entitlement based on a range of factors including age, disability, whether a claimant has dependent children or non-dependant adults in their household; level of income; size of property etc. Detailed equalities analyses have previously been made for the current scheme and found that the scheme impacts are spread evenly across protected and non-protected groups

The design of the new scheme has not yet been determined but similar factors need to be considered in its design, and the intention once again will be that impacts are not disproportionately felt by any particular group. However it is possible that the policy intentions of aspects of the scheme may result in a disproportionate impact on one of these groups. In such a case, the policy will be reviewed to establish whether or not the policy intention justifies the impact on the specific group.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	<p>Pensioners</p> <p>a protected group for the purposes of council tax support scheme so will not be financially affected, therefore the reduction in benefit will be borne by the remainder of those in receipt of Council Tax Support (those of working age)</p> <p>Working age</p>

	Claimants of working age will bear all the financial impact of the changes.
DISABILITY	
Details of impacts identified	Cannot be predicted until the scheme design has been determined. There is no evidence at this stage of an impact.
RACE	
Details of impacts identified	Cannot be predicted until the scheme design has been determined. There is no evidence at this stage of an impact.
SEX	
Details of impacts identified	Cannot be predicted until the scheme design has been determined. There is no evidence at this stage of an impact.
SEXUAL ORIENTATION	
Details of impacts identified	There is no evidence at this stage of an impact.
PREGANCY AND MATERNITY	
Details of impacts identified	Cannot be predicted until the scheme design has been determined. There is no evidence at this stage of an impact.
RELIGION OR BELIEF	
Details of impacts identified	There is no evidence at this stage of an impact

GENDER REASSIGNMENT	
Details of impacts identified	There is no evidence at this stage of an impact
MARRIAGE & CIVIL PARTNERSHIP	
Details of impacts identified	There is no evidence at this stage of an impact

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Yes, as part of the overall consultation exercise on the council's budget proposals. Further engagement is planned concerning the detailed proposals when formulated.

5. Please detail any areas identified as requiring further data or detailed analysis.

Detailed analysis of caseloads will take place as the new scheme design is designed.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

The Council is required to make significant savings in order to deliver a legally required balanced budget (c£40m over the next four years). In order to help contribute to this target it is proposed to review the council tax support scheme as it represents a significant proportion of council expenditure (c£26m).

There are a number of actions that can be taken to help mitigate any negative impacts (including hardship grants and transitional protection), which will be explored further as the scheme design is developed and consulted on.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

If the Council Tax Support proposal is approved, the Council will continue to monitor the impact on equality groups to ensure that any unexpected consequences and/or adverse impact are promptly identified and mitigated. The existing powers under Section 13A of the Local Government Act 1992 allow the Council to reduce Council Tax by up to 100%.

SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

It is proposed to continue with the proposal despite the negative equality impacts. As reported above the Council is required to make significant savings in order to deliver a legally required balanced budget. The aim of the proposed changes is to save some scheme expenditure in light of further reductions to local government finance.

There are a number of actions that can be taken to help mitigate any negative impacts (including hardship grants and transitional protection), which will be explored further as the scheme design is developed and consulted on.

The Council will analyse its current caseload and produce figures showing the main groups of working age claimants getting Council Tax Support now and likely to be affected by changes to the current scheme. Extracts of the data will allow monitoring of the main types of people affected by the policy can take place as required.

SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
A	CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED	X
B	JUSTIFY AND CONTINUE THE POLICY/PROPOSAL	
C	CHANGE / ADJUST THE POLICY/PROPOSAL	
D	STOP OR ABANDON THE POLICY/PROPOSAL	

SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date
Detailed financial and impact modelling	Better understand negative impacts and incorporate mitigating actions for negative impacts.	David Oates	April 2019
Public and stakeholder consultation	Better understand negative impacts and incorporate mitigating actions for negative impacts.	David Oates	June – September 2019

SECTION F – SIGN OFF

Please ensure this section is signed.

OFFICER:	Leigh Wood
HEAD OF SERVICE:	David Oates

EQUALITY ANALYSIS (EA)

POLICY/PROPOSAL:	CWB021
DEPARTMENT:	Community Wellbeing
TEAM:	Housing Needs
LEAD OFFICER:	Omari Gayle
DATE:	14/01/2019

NB: Please ensure you have read the accompanying EA guidance and instructions in full.

SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

It is proposed to create a new scheme to increase the supply of affordable accommodation to help to meet the demand from homeless households. The Council currently makes use of 1200 properties in Brent under the Temporary Accommodation Housing Association Leased Scheme (HALS). These properties are leased from private sector landlords by partner Housing Associations. The number of these properties has been reducing year on year as the rates payable for HALS have increasingly diverged from the rents landlords can achieve elsewhere in the market. This contraction of affordable Temporary Accommodation in the borough is resulting in homeless households being housed in emergency B&B and other accommodation outside of Brent. The Reasonable Rent Scheme will enable the council to change the status of many of these leased properties, and to procure new properties as Registered Provider (RP) excluded tenancies and end the homelessness duty. In those circumstances, the accommodation would not be classified as Temporary Accommodation and the limits on Housing Benefit payable in RP leased accommodation would not apply. It would therefore be possible to pay landlords a more attractive lease rent, which would allow the properties to be retained, and the portfolio to be expanded at reduced cost to the Council

This will give tenants more stability and security, should halt the loss of properties and should allow more properties to be newly procured within the borough. This will reduce the need to place families in B&B accommodation or to accommodate them outside Brent.

2. Who may be affected by this policy or proposal?

The proposal primarily affects homeless households who the council has accepted the main rehousing duty to under homelessness legislation. The Council has been using the power under the Localism Act 2011 to end the main duty to homeless households with an offer of suitable accommodation in the private sector, called a Private Rented Sector Offer (PRSO). However, there is an insufficient supply of PRS accommodation that is affordable in Brent to meet this demand. Therefore, some accepted homeless households are still placed in to Temporary Accommodation. By increasing the supply of affordable accommodation to end the homelessness duty there will be a reduction in the need to use Temporary Accommodation to accommodate these households.

3. Is there relevance to equality and the council’s public sector equality duty?

Please explain why. If your answer is no, you must still provide an explanation.

Yes, some protected groups are over-represented among homeless households. This is partly due to the criteria through which priority need is established under the relevant legislation: for example, a household may be regarded as being in priority need owing to age, to a physical disability or mental health condition or to pregnancy. It is also an effect of poverty and disadvantage: some ethnic groups, for example Black Africans, are over-represented among homeless households compared to their presence in the general population.

4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age	X		
Sex	X		
Race	X		
Disability	X		
Sexual orientation	X		
Gender reassignment	X		
Religion or belief	X		
Pregnancy or maternity	X		
Marriage	X		

5. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?	X	
Does the policy or proposal relate to an area with known inequalities?	X	
Would the policy or proposal change or remove services used by vulnerable groups of people?	X	
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	X	
<p>If you have answered YES to ANY of the above, then proceed to section B.</p> <p>If you have answered NO to ALL of the above, then proceed straight to section D.</p>		

SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

The proposal is part of the ongoing consultation on proposed amendments to the Council’s Allocation Scheme, which is due to end on 21 January 2019. Once consultation has ended a paper will go to Cabinet in March 2019 for a final decision. However at this stage the proposal is recommended to be approved and therefore data is being collected to identify all the homeless households who the council has accepted the main rehousing duty in the last 3 financial years.

Further will be undertaken to break this data down to identify households with one or more of the protected characteristics to illustrate the impact of the proposal on each group.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	See 1 above
DISABILITY	
Details of impacts identified	See 1 above
RACE	
Details of impacts identified	See 1 above
SEX	
Details of impacts identified	See 1 above
SEXUAL ORIENTATION	
Details of impacts identified	See 1 above
PREGANCY AND MATERNITY	
Details of impacts identified	See 1 above

RELIGION OR BELIEF	
Details of impacts identified	See above
GENDER REASSIGNMENT	
Details of impacts identified	See 1 above
MARRIAGE & CIVIL PARTNERSHIP	
Details of impacts identified	See 1 above

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

As the proposal will affect households who the council accepts the main rehousing duty to in the future. Therefore it is not possible to engage with these. However, the homeless households who the council has already accepted the main rehousing duty to have been consulted as part of the consultation into the review of the Allocations Scheme

5. Please detail any areas identified as requiring further data or detailed analysis.

See 1 above

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

Further work is required, however it is not anticipated that there will be any negative impacts

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

All allocations of properties made under this proposal will be monitored in line with the Council's Allocation Scheme

SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

Further work is required, however it is not anticipated that there will be any negative impacts and that the positive impact will be a reduction in the loss of properties available as well as an increase in the supply of affordable accommodation to help meet the demand from homeless households.

This positive impact will be enhanced by working in partnership with the Housing Associations to procure more properties than are currently in the HALS scheme to increase supply

SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
A	CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED	X
B	JUSTIFY AND CONTINUE THE POLICY/PROPOSAL	
C	CHANGE / ADJUST THE POLICY/PROPOSAL	
D	STOP OR ABANDON THE POLICY/PROPOSAL	

SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date
Complete the data analysis as part of the EA for the review of the Allocation Scheme	Confirm the positive impact of the proposal	Omari Gayle	February 2019

SECTION F – SIGN OFF

Please ensure this section is signed.

OFFICER:	Omari Gayle
HEAD OF SERVICE:	Laurence Coaker

Overall Council Tax increase of 4.99%

EQUALITY ANALYSIS (EA)

POLICY/PROPOSAL:	Increase Council tax by 4.99% in 2019/20
DEPARTMENT:	Council wide
TEAM:	n/a
LEAD OFFICER:	n/a
DATE:	14 January 2019

NB: Please ensure you have read the accompanying EA guidance and instructions in full.

SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

The Council is required to make significant savings in order to deliver a legally required balanced budget. In order to help overcome this it is proposed to increase Council Tax by 4.99%, where 2% is ring fenced for Adult Social Care and 2.99% is a general increase. This will generate an additional £5.7m of recurring income for the Council and therefore avoid having to make further savings to key council services such as adult social care, children's services, etc.

This will impact on all residents within Brent who are eligible to pay Council Tax. Under the changes that are being made to local government funding there is more emphasis on generating more funding locally (i.e. becoming more self-determinant). This proposal is linked to one aspect of local government funding where the Council has some discretion to raise additional funds by increases to Council Tax

2. Who may be affected by this policy or proposal?

All households in Brent, apart from those eligible for 100% Council Tax discount.

The increase by band and the number of properties affected are shown below.

Amount payable in 2018/19 (Brent share)	Amount payable in 2019/20 (Brent share)	Increase per annum	Increase per month	Increase per week	Total number of dwellings affected
£801.54	£841.56	£40.02	£3.34	£0.77	5,586

£935.13	£981.82	£46.69	£3.89	£0.90	12,979
£1,068.72	£1,122.08	£53.36	£4.45	£1.03	36,264
£1,202.31	£1,262.34	£60.03	£5.00	£1.15	34,565
£1,469.49	£1,542.86	£73.37	£6.11	£1.41	22,063
£1,736.67	£1,823.38	£86.71	£7.23	£1.67	6,379
£2,003.85	£2,103.90	£100.05	£8.34	£1.92	3,385
£2,404.62	£2,524.68	£120.06	£10.01	£2.31	249

If this proposal is approved, it will affect all households in Brent (121,470) that will see their Council Tax bills increase, unless they are eligible for 100% Council Tax support. Currently, approximately 16% (19,132 households out of the 121,470) of households in Brent receive full or partial Council Tax support, which means that they will receive full or partial protection from the increase. In addition those households where there is only one adult resident (33,942 households) receive a 25% reduction in their bill.

The Council Tax increase will mean that the budget of Adult Social Care services will grow by a further £2.3m which will enable the service to meet increasing demand of current and future service users who are among the most vulnerable members of Brent's community. This is a positive impact.

3. Is there relevance to equality and the council's public sector equality duty?
Please explain why. If your answer is no, you must still provide an explanation.

Yes. This proposal will have both positive and negative impacts on some equality groups. However, since the council tax is applicable to all properties it is not considered that the increase targets any one particular group rather it is an increase that is applied across the board. At the same time because the increase is applied to all properties it is not possible to exempt any particular groups. However, on the latter point there is a council tax support scheme that offers support to vulnerable people and people on low incomes. It should be noted that the council tax support scheme is also proposed to be reviewed from 2020/21 and therefore further analysis on the cumulative impact will be assessed as part of the modelling of the new scheme design. See equalities analysis on proposal RES011 for further details.

4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race		X	
Disability		X	
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		X	

5. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?	X	
Does the policy or proposal relate to an area with known inequalities?		X
Would the policy or proposal change or remove services used by vulnerable groups of people?		X
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	X	
If you have answered YES to ANY of the above, then proceed to section B.		
If you have answered NO to ALL of the above, then proceed straight to section D.		

SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

The council has analysed the statutory council tax base return which shows the total number of households that are required to pay council tax and the households who are eligible for council tax support.

Other than this is not possible to conduct further impact analyses as the proposed Council Tax increase will affect households in Brent in different ways based on their financial circumstances. However low income households are likely to be protected as they will see increases in their Council Tax support which will either offset in full or partially this increase. The council tax support scheme is also proposed to be reviewed and further analysis on the cumulative impact will be assessed as part of the modelling of the new scheme design.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	N/A
DISABILITY	
Details of impacts identified	N/A
RACE	
Details of impacts identified	N/A

SEX	
Details of impacts identified	N/A
SEXUAL ORIENTATION	
Details of impacts identified	N/A
PREGANCY AND MATERNITY	
Details of impacts identified	N/A
RELIGION OR BELIEF	
Details of impacts identified	N/A
GENDER REASSIGNMENT	
Details of impacts identified	N/A
MARRIAGE & CIVIL PARTNERSHIP	
Details of impacts identified	N/A

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Yes to both. Significant engagement/ consultation has taken place since October 2018 and more is planned in January and February ahead of the decision being made by full council on 25 February 2019.

5. Please detail any areas identified as requiring further data or detailed analysis.

None required.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

If the proposal is rejected, the Adult Social Care budget will not grow by £2.3m, which could pose challenges to the service to meet growing demand of current and future service users. Failure to meet the increasing demand and diverse needs of current and future service users would have a potential negative impact on those most at need.

The 1.99% increase in Council Tax for general use should have a positive impact on some equality groups as it prevents an additional reduction of £3.4m in the Council's budget. Without a specific alternative proposal the exact benefit to specific groups of residents, staff and external stakeholders is uncertain, but a reduction in budget at short notice will limit the scope of the Council to reduce the impact on services used by vulnerable groups of people.

While the Council Tax proposal will increase the financial pressure on some households, the Council Tax support scheme will partially or fully mitigate this impact for those households who are living on low incomes and are eligible for Council Tax support. Further, single households will have the impact mitigated by the 25% discount offered to single households.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

If the Council Tax proposal is approved, the Council will continue to monitor the impact on equality groups to ensure that any unexpected consequences and/or adverse impact are promptly identified and mitigated. This will take place when the council tax

support scheme is reviewed by undertaking a detailed analysis of caseloads. See equality assessment of RES011 for further details.
 The existing powers under Section 13A of the Local Government Act 1992 allow the Council to reduce Council Tax by up to 100%. The process for applying is detailed on the Council's website.

SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

It is proposed to continue with the proposal despite the negative equality impacts. The reason for this is that the Council Tax increase will help to protect front line services. The Council Tax increase proposed is equivalent to approximately £5.7m of additional funding, which if not made would have to be saved by services.

Brent has processes in place for applying a Council Tax support/reduction/exemption to those eligible, therefore whilst this increase will impact across the board, it is anticipated that the impact will be proportionate dependent on an individual's circumstances and whether they receive a Council Tax support/reduction/exemption. It should also be noted that the council tax support scheme is also proposed to be reviewed and further analysis on the cumulative impact will be assessed as part of the modelling of the new scheme design and where possible any negative impacts mitigated.

SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
A	CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED	X
B	JUSTIFY AND CONTINUE THE POLICY/PROPOSAL	
C	CHANGE / ADJUST THE POLICY/PROPOSAL	
D	STOP OR ABANDON THE POLICY/PROPOSAL	

SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date
Review impact of council tax increases at the same time as council tax support scheme is reviewed.	Better understanding of negative impacts, which can be reflected in the new scheme design	David Oates	September 2019

SECTION F – SIGN OFF

Please ensure this section is signed.

OFFICER:	Ravinder Jassar / David Oates
HEAD OF SERVICE:	Ravinder Jassar / David Oates

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Appendix D

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London Borough of Brent
Report of the Budget Scrutiny Panel 2018/19

Contents

1.	Introduction	3
	Scrutiny process	3
	Two-year budget	4
	Legal statement	4
2.	Recommendations	5
3.	Context	9
	Local government budgets	9
	Speaking up	9
	The 'B' word	11
	Council Tax	11
4.	Process	13
	Budget or policy	13
	Consultation	14
	Sponsorships and partnerships	15
5.	Budget proposals	17
	Overview	17
	Housing	17
	Voluntary sector	19
	Borough of Culture	19
	Public health	21
	Libraries	22
	Schools	23
	Roundwood Youth Centre	23
	Family hubs	25
	Environment	25
	Community safety	28
	Scrutiny	29
6.	Reserves	29
7.	Conclusion	30

1. Introduction

Scrutiny process

Brent's constitution gives a clear and important role to overview and scrutiny in its budget setting process. We take this responsibility very seriously and hope to act as a critical friend and second pair of eyes when it comes to examining the cabinet's budget proposals. This report summarises our investigations, conclusions and recommendations with regards to the proposed two-year budget for 2019/20 and 2020/21. It is intended to begin a constructive debate about the specific proposals in the budget and also the wider way in which Brent sets a budget and its priorities. It will be presented to for adoption to the Resources and Public Realm Scrutiny Committee and then to the Cabinet and Full Council and so we hope it will allow all councillors to have their say about these important issues.

As the budget cuts across all departments in the council, our Panel was compromised of members of all three Brent scrutiny committees. Each of the committee chairs was represented on the Panel, alongside backbench committee members and representatives from the opposition group. As chair of the scrutiny committee which has responsibility for council resources, Matt Kelcher had overall responsibility to chair the Panel.

Thank you for to all of the members for giving up their time to take part in this process, and also to the many council officers who worked very hard to provide us with all of the information and support we needed.



Councillor Afzal



Councillor Colwill



Councillor Johnson



Councillor Long



Councillor Kelcher, Budget Panel Chair



Councillor Kansagra



Councillor Nerva



Councillor Sheth



Councillor Stephens

The panel held a series of evening meetings between September and December 2018 to prepare this report. This included private meetings where we discussed our own findings and ideas, and evidence sessions where we questioned lead members and relevant officers about the proposals they are responsible for bringing forward.

Two-year budget

For the past few cycles Brent has set two-year budgets, the second year being formally adopted (with any necessary changes) at the Council's budget setting meeting prior to that financial year as is required by law. Overall, we endorse this approach as it allows for longer term planning and gives the organisation as a whole some breathing space to consider big issues and trends outside of annual budgetary pressure.

This policy also influences the format of budget scrutiny. At the start of a two-year cycle there are many new budget proposals to consider – around 70 on this occasion – which take up a huge amount of the Panel's time. In the middle of a two-year cycle there are far fewer new policies to consider, and so we have more time to examine larger strategic issues. For example, last year, we took the time to analyse the impact of business rates devolution to the London pilot pool on local government finances as a whole.

For reasons outlined already, there is insufficient time and resources for such broad stroke work at this point in the cycle, and so this report will focus much more heavily on specific plans in the draft budget.

Next year we intend to again take a more strategic approach.

Legal statement

Local authorities have a legal duty to set a balanced budget. We are happy to confirm that we believe that this budget meets this test.

We would also like to commend the council's team overall for the prudent, if tough, financial decisions it has taken in recent years which ensure that Brent is able to achieve a balanced budget, despite facing huge cuts from central government.

We are pleased there is no immediate prospect of the council falling into the kind of deep financial difficulties we have seen in places like Northamptonshire County Council.

2. Recommendations

Speaking up

1. Advocate for the introduction of a locally set "tourist tax".

Council Tax

2. The council continues with the approach of increasing Council Tax at the permitted annual rate, and encouraging development and regeneration that will bring housing to the borough.

Budget or policy?

3. In future years an additional column or categorisation is added to the budget proposals. This would clearly define a proposal as one of: **Cut; Income generation; Service transformation; Efficiency.**

Consultation

4. For future budget consultations, the council looks for clear comparisons with similar authorities and explicitly benchmarks itself against criteria such as number and quality of responses to ensure its processes are working well and continuing to improve.

Sponsorship and partnerships

5. Brent to consider the idea of whether it could coordinate all public sector spending to boost local employment and business. We are ideally placed to act as a central coordinator bringing together all public sector bodies which procure services in Brent

and getting them to synchronise their pre-qualification policies. This would give the strong message that Brent is open for business.

Budget proposals

6. In future, full equality impact assessments should be done for every budget proposal. This is more transparent and helps prepare for possible outcomes from actions.

Housing

7. To ensure the selective licensing scheme can have the impact we all want to see, an investment is made into acquiring the temporary staff needed to clear the backlog and process new landlords quickly.
8. Housing Scrutiny Committee examines the issue of housing acquisition and what mitigation might be undertaken within the next six months. They should also consider the idea of merging First Wave and i4B into a single company, and if this would ensure that all of Brent's private property acquisitions have an additional social benefit goal.

Voluntary sector

9. Every time the council scales back funding to a voluntary organisation it simultaneously offers advice and support about where other funding may be available. Most specifically, it should actively promote the possibility of acquiring money from strategic CIL funds.

Borough of Culture

10. Strong overview and scrutiny of London Borough of Culture, by putting a backbench member on the board of the charitable trust which will oversee its delivery, and also with quarterly financial updates sent to the chair of the relevant scrutiny committee.

Social care

11. The introduction of 15-minute care visits does not go forward.
12. Recommissioning of care provisions is a large and important topic. A full report on the matter should come before the Community and Wellbeing Scrutiny Committee within six months.

Public health

13. Ceasing of untargeted smoking cessation services – policy should be reviewed in two years and if smoking rates have increased then it should be reconsidered.

Libraries

14. Serious consideration is given to the idea of transferring libraries to a charitable trust.
15. Every effort should be made to see if volunteers can take over some of the services to prevent closures.
16. Exploration of all options which help to maximise the use of library buildings and extract additional financial value from them.

Roundwood Youth Centre

17. Once the site is handed over, Brent must clearly measure and benchmark activities undertaken at the centre.
18. Community and Wellbeing Scrutiny does some further investigations into their long-term financial viability as part of its work programme on children's services.
19. The council and YBF to conduct a review of the best ways to promote what is happening at Roundwood.

Family hubs

20. Hubs should have a strong triage service, so anyone dropping into the centre is quickly assessed.
21. Council should pay close attention to public transport routes and geographical areas when choosing potential sites.

Environment

22. Launch of a 'Considerate Builders Scheme' which promotes local tradespeople who set high standards.
23. Some investment is made in providing more suitable bins and disposal areas at Brent's transport hubs – mainly tube stations and bus stops – to give people an easy and ethical way of disposing of items such as cigarette ends.
24. Additional income from increased licensing activity in the Wembley area should be ring-fenced for a project which will be of benefit to affected residents.
25. The benefits to urban wildlife of turning down street lights should feature prominently in future publicity around the concept.
26. Litter patrol activity should be targeted at areas missing out, so our response is joined-up.

27. The Cleaner Brent app should be amended so that people can report piles of uncollected leaves.
28. A review into how the council can ensure applications for new residential developments – in particular car-free developments – always include appropriate waste disposal options.
29. The council should try to persuade all sites in the WLWA to agree to a 'no black bags' policy.

Community safety

30. A report to come to RPR Scrutiny by the end of 2019 looking at how Brent can mitigate against cuts to the Met Patrol Plus Scheme, by beefing up our own internal patrol/enforcement teams.

Scrutiny

31. Instead of making cuts via the very blunt instrument of axing one committee, a clear budget for scrutiny is set and the three current chairs work with officers and backbenchers to come up with a proposal to deliver scrutiny within that budget.

Reserves

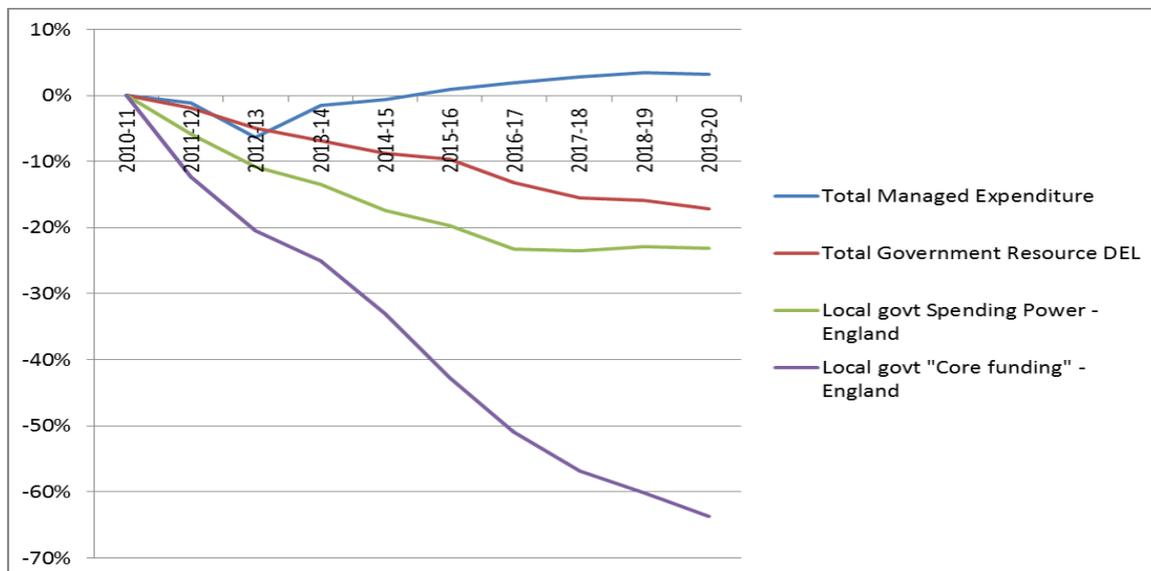
32. A paper on reserves is brought to RPR Scrutiny within six months. It should include information on each fund in reserves, when it was established and when it was last accessed.

3. Context

Local government budgets

During the course of our work, the Panel heard a bizarre rumour emanating from central government. This rumour was that austerity was now over.

Unfortunately, this does not seem to be the case for local government. As this chart demonstrates, however the devolution of business rates to local government is achieved, there will still be a significant budget gap across the short- and medium-term future. As noted above, such gaps are illegal and must be filled no matter how much pain they cause.



Cumulative like-for-like change in public spending - 2010-11 to 2019-20

In our opinion, constrained finances are likely to be the new norm for local authorities. It is hard to envisage a return to the financial position that existed before 2010, a time when, as recently described to the Panel Chair by a retired Chief Financial Officer, 'a bad year was when your increased grant was just below the rate of inflation'. We therefore must continue to work innovatively to find savings and cuts and to closely target the resources we do have towards our top priorities.

Speaking up

It was clear from our conversations with cabinet members and officers, that there is a perception that county councils have a much stronger influence in central government than communities like Brent.

This is undoubtedly influenced by the political alignment of central government and most current county council administrations. We also heard that this is partially attributable to the fact that they have their own influencing body in the shape of the County Councils Network (CCN), which lists 'securing concessions from national governments' as one of its main activities in the 'What we do' section of its website.

The CCN recently took credit for a successful campaign which persuaded the Chancellor to announce 'new funding for adult social care, children's services, and for potholes'.

In theory, London Councils should perform a similar role for Brent and the other 31 London boroughs. However, there is a far greater divergence of interests between members of London Councils – for example inner and outer London boroughs and those controlled by different parties – than there appears to be amongst the councils in the CCN. This makes consistent lobbying on agreed policies and priorities more difficult.

The Panel appreciates some of the work being done to highlight the problems facing councils like Brent by advocates of our sector. We would particularly mention the Local Government Association's "Breaking Point" campaign and the "Red Lines" campaign in London. If Brent can play its role in promoting and supporting similar initiatives in future this is something we would support.

At this point, we should note that many county councils may look at Brent's situation with some degree of envy. The level of regeneration we have, particularly in Wembley, will ensure we have a Community Infrastructure Levy (CIL) account far larger than most counties, and also that many thousands of young professionals – who are net contributors to council coffers – will be moving into Brent in coming years.

Despite this, we agree that it is hard to be heard without a voice and think it can only be a good thing for Brent to push vocally for its interests.

We would **strongly recommend** that a first step should be to campaign for the introduction of a locally set "tourist tax". At present, hundreds of thousands of tourists visit our borough from around the world every year, particularly to attend events at the sporting and musical venues in Wembley. Of course, these people boost the local economy, but they also make asks of Brent's finances in areas like street cleansing and licensing. Presently they make no direct contribution to the local authority to compensate for this.

This is not the case in many European countries or the United States, where visitors pay a small “tourist tax” every time they make an overnight stay in a hotel or rental property.

If Brent had the power to set something similar this would be fair, as it would ensure we have the funds to cope with the large numbers of people who visit us every year. It would also be proportionate as it could be set at the level of just a few pounds something that would surely not discourage tourists from attending the kinds of world class events that take place in our borough. Unfortunately, the law in the UK does not currently allow us to do this.

We do know that the Local Government Association has previously advocated something similar and we would hope that Brent plays its part to push this issue back to the top of the local government agenda.

The “B” word

Brexit, and its potential impact on the local economy, loomed large in our thoughts throughout this process.

We welcome the fact that Brent published, as part of the December 2018 Full Council meeting, a report on the implications of Brexit and we certainly gave this consideration.

However, with so much uncertainty hanging over the process and with the picture changing on a daily basis it has been impossible to include a comprehensive section on what the impact of Brexit will be for Brent.

One area that we would like to highlight, however, is the potential impact on the council workforce. Around half of the employees who work for our biggest contractor, Veolia, and around ten per cent of directly employed staff in Brent, are from European Union countries. There would be huge consequences if all of these people were asked to leave following Brexit. Furthermore, if the government pushes through with plans for a £30,000 immigration salary cap this may make it extremely hard to recruit for many important positions within the council. The council needs to plan carefully for this eventuality.

Council Tax

This budget is built on the assumption that Brent will continue to increase Council Tax at the annual rate permitted. We believe that local authorities have little choice but to do this, and

it is therefore no surprise at all that the majority of authorities in the UK are taking the same approach.

With the central government grant due to be abolished imminently, all councils will soon be entirely reliant on internal sources of revenue; council tax, business rates and charges. To ignore one of these few sources would not be prudent, particularly because council tax rises are cumulative, meaning if it is frozen at any point the income deferred is lost forever.

Of course, increasing council tax is not the only way to increase the council tax base and so we also must continue to encourage development and regeneration that will bring new housing to our borough. But as the below table demonstrates, Brent's current council tax levels are not in any way out of sync with London averages.

London Borough	Band D 2018-2019
Westminster	710.5
Wandsworth	745.81
City of London	933.41
Hammersmith and Fulham	1022.04
Kensington and Chelsea	1123.07
Newham	1258.77
Tower Hamlets	1280.37
Southwark	1329.54
Hackney	1374.67
Lambeth	1386.27
Hillingdon	1407.16
Barking and Dagenham	1411.85
Islington	1429.45
Ealing	1440.12
Bromley	1452.71
Hounslow	1461.99
Barnet	1483.57
Camden	1488.43
Merton	1492.89
Brent	1496.54
Lewisham	1498.10
Greenwich	1543.45
Redbridge	1549.98
Enfield	1555.40
Haringey	1575.80
Bexley	1588.04
Sutton	1602.75
Waltham Forest	1614.97

Croydon	1636.96
Havering	1658.06
Harrow	1688.92
Richmond upon Thames	1706.94
Kingston upon Thames	1770.97

We therefore **recommend** that the council continues with its approach.

4. Process

Budget ... or policy?

It is clear that the proposals in this budget go much wider than a few cuts to services. Also contained within the proposals are wider ranging reforms to the way we deliver services, like the move to a “Family Hub” model. This is an innovative reform that we believe the council would be right to consider whatever its financial pressures. In better times the savings accrued from this reform would perhaps be ploughed back into other priorities rather than used to plug a savings gap.

We believe the fact that all such ideas are only publicised as part of the budget setting process can create unnecessary suspicion amongst the public that they are solely being done to save money.

At a public meeting in December the Panel Chair mentioned the budget item relating to uniformed litter patrols as a positive development. One constituent told him that they did not understand why it would be in the budget as it is good news which does not cost money. In our experience people assume budget items are only about saving money and are never positive.

To overcome this, we **recommend** that in future years an additional column or categorisation is added to the budget proposals. This would clearly define a proposal as one of the following:

- **Cut** – a clear reduction in a service to save money, for example shutting the household recycling centre on certain days
- **Income generation** – when the council generates new revenue for itself, for example by selling its ICT services to another borough

- **Service transformation** – a political reform which has incidental savings, for example moving to a family hubs model
- **Efficiency** – a change which saves money without having an impact on frontline services, for example restricting colour printing at the civic centre

We believe that this approach would make it immediately clear to local people that the budget setting process is actually a much broader and more significant reform process than simply cutting services. Furthermore, if local people were aware that the budget papers also contained fresh new ideas that they could influence the development of, they may be more inclined to take part.

Consultation

We can only commend the intentions of the council to carry out a thorough consultation. They have gone far beyond what is legally necessary or most would expect in an attempt to allow local residents to say what they think about the budget proposals. This includes using new technology such as the online budget calculator as well as getting out onto the streets for consultation events at local supermarkets.

However, we do have some doubts about the ability of local people to fundamentally change and influence what will be passed in the budget. To summarise simply:

- The council needs to save around £20 million in this two-year budget
- The budget proposals add up to roughly £26 million
- The proposals are ranked in order of the impact they will have, with the most difficult making up Appendix D of the proposals
- The ideas in Appendix D are extremely unpalatable and total around £6 million, so if these ideas are rejected, people will have to accept all of the other proposals to make the budget balance

Therefore, to some extent we believe the public are being presented with a *fait accompli* in the way the savings are ordered. As one member of our Panel put it; 'if I were a betting person, I think I could make quite good money on predicting which proposals will ultimately end up in the budget'.

This could perhaps be avoided in future by grouping the proposals by department or total savings, then people could categorise themselves what they believe to be most unpalatable and have a greater influence over what will ultimately be rejected from the budget proposals.

We heard that by now many people in Brent are suffering from “consultation fatigue” and perhaps not giving as many new ideas and free text responses as they once were. We therefore also **recommend** that for future budget consultations the council looks for some clear comparisons with similar authorities and explicitly benchmarks itself against criteria such as number and quality of responses to ensure its processes are working well and continuing to improve.

Consultation cannot be done for free – this year it has cost around £11,000 – and if the level of participation is stagnating or declining then our process must be questioned on a value for money basis.

Sponsorships and partnerships

As ever, the Panel took a significant interest in the council’s attempts to engage with business and generate income through additional sponsorship and partnerships. We are pleased that some progress seems to have been made since our recommendations in this area last year.

As we recommended, the council has undertaken a wider review of all potentially available advertising space in the borough and is set to bring some of the operation in house next year at the end of the current contract with JCDecaux. This will allow the borough to have more control over local advertising and hopefully generate more income.

However, one area we believe the council still can go further on is in the area of public sector procurement. Reforms to the machinery of government – local or national – to support our own businesses are long overdue in this country. It is amazing to think that the Government is still debating about whether it is a good idea to have an industrial strategy or not, decades after many of our competitors developed their own.

The head of the US Small Business Administration reports directly to the US President whereas none of the 15 direct reports to the permanent secretary in the Department for Business, Energy and Industrial Strategy (BEIS) is responsible for small British businesses. No wonder 45 per cent of US Federal procurement spend goes to home grown American

small businesses - a figure which represents roughly eight times the lending rate of the UK Enterprise Finance Guarantee scheme after taking into account the relative sizes of the two economies.

Brent should not be afraid to think big, and realise the huge role it can play in creating a virtuous cycle where local businesses are supported to grow and then contribute back into the community and council coffers.

One in every seven pounds in the UK is spent by the state (equating to approximately 40% of GDP), making procurement one of the key levers that any public sector body has to boost business, employment and the economy.

Currently many businesses feel frustrated and locked out of the public sector procurement process. All public sector bodies set their own prequalification test for procurement contracts, so in any given area the council might ask for copies of accounts dating back five years and a biography of the CEO, the Fire Service might ask for six years of accounts and a biography of every director, the NHS Clinical Commissioning Group for something different altogether.

Some authorities are already realising this and working to coordinate all public sector spending in their area to boost local employment and business. Preston is one such and its model is also now being studied by academics in conjunction with local authorities in Hertfordshire.

We **recommend** that Brent Council joins this movement. We are ideally placed to act as a central coordinator bringing together all public sector bodies which procure services in Brent and get them to synchronise their pre-qualification policies. This would give a strong message that Brent is open for business and encourage businesses to base themselves here so that they can access many different procurement opportunities, and in the long term pay more business rates back into Brent.

We would emphasise that within this there would also be a golden opportunity to ensure further Living Wage payment within local supply chains if such a commitment became a more regular requirement to secure local procurement opportunities.

5. Budget proposals

Overview

One of our biggest responsibilities is to scrutinise the budget proposals put forward by the cabinet. There are around 70 of these, which were set out in the report (which all members can access on ModGov) to cabinet in October 2018.

At our first meeting, we decided it would not be practical to conduct in depth investigations into each of these. We therefore selected a range of proposals which most concerned us and called in the relevant cabinet members and directors to question them further on their plans. The section below summarises and elaborates on these discussions and makes recommendations emerging from our work.

At points during this process we came across some proposals which were extremely hard to scrutinise. This is simply because there is no service delivery rationale for pursuing them, they are simply cuts to a service to plug the financial gap that the council has been placed in by central government.

It would be the easiest thing in the world for us to criticise these cuts and point out all of the ways in which they might impact on people in Brent. However, this would not be constructive scrutiny and would ultimately not achieve anything as there is no doubt that the council has to make cuts, and that cuts have consequences.

We will refer to some of these proposals as we move forward through this section but will also look at proposals which are more clearly policy reforms and new ideas, and suggest how we think they might be improved or enhanced.

The final thing to say at this point is that we do believe impact assessments can help councillors and the public to understand exactly what kind consequences cuts will have.

We are aware that in the past the decision has been made not to carry out detailed impact assessments on every plan, but we would **recommend** that in future this is done for every proposal. This is more transparent and helps the council to prepare for possible outcomes from our actions.

Housing

We discussed at length proposal CWB007, which aims to extend the selective licencing scheme for private landlords to more parts of the borough and also have the positive attendant benefit of raising income through more licence fees.

We agree with the principles of selective licencing and believe that if done correctly this policy could certainly improve standards in the private rental sector in Brent. Our concern is that the current processing time thwarts these aims. There is still a backlog of applications and sign ups six months after the scheme was extended into five new wards. This means that a huge amount of officer (and ward member) time that could be used on enforcement and taking corrective action is only allocated to getting people on the register.

We therefore **recommend** that, to ensure the scheme can have the impact we all want to see, an investment is made into acquiring the temporary staff needed to clear the backlog and process new landlords quickly. Once an appropriate tipping point is reached and the large majority of landlords are signed up this can then mean all council resources in this area are used for enforcement and changing behaviours.

Additionally, we looked at proposal CWB010 which seeks to generate income for the council by acquiring 50 new properties for rent at the market rate under Brent's First Wave company. Unlike investments through i4B (Investing 4 Brent), this project does not have a clear social objective of acquiring affordable units for temporary accommodation, it is purely to raise income.

We understand the council's need to do this, but are still concerned that it may have an impact on some first-time buyers in Brent. It is difficult enough already to get onto the property ladder for many local people. If the council enters the private rental market – even in a limited way – its clout and financial backing will surely lead to it jumping ahead of first-time buyers in the race to acquire property as it comes onto the market. It would be difficult to ever measure accurately how many local young people might be forced to move out of the borough, or stay living with parents or in rented accommodation, as a result of this policy. But it is certainly an issue we should all be aware of.

As a result, we **recommend** that the Housing Scrutiny Committee examines this issue and what mitigation might be undertaken within the next six months. They should also consider

the idea of merging First Wave and i4B into a single company, and if this would ensure that all of Brent's private property acquisitions have an additional social benefit goal.

Voluntary sector

Despite promises to reinvigorate a "Big Society", the policy of austerity has actually led to a hollowing out of the voluntary sector across the UK. Local government has for many years been one of the biggest funders of charities and voluntary organisations through grants and commissioning, but with so few funds in council coffers these have inevitably declined. This much was clear from our own experiences and interviews with officers and cabinet member on this topic.

In this context we understood the need for the council to further reduce the grants we offer to the voluntary sector through proposals like PPP001A. But we do not believe this should be the end of the story. We **recommend** that every time the council scales back funding to a voluntary organisation it simultaneously offers them advice and support about where other funding may be available. Most specifically, it should actively promote the possibility of acquiring money from strategic CIL funds for projects which will benefit people in the borough. Our aim should be to save as many projects as possible, even if we cannot directly fund them.

Similarly, we discussed the idea of aggregating CIL money for particular outputs. The clear example given was for tree planting. Currently, members and the council are encouraging community groups and individuals across the borough to apply for one off sums of money for tree planting in the area. We believe it would be more efficient if a certain amount of the CIL budget was allocated as the "Brent Trees Fund" which fund a certain number of trees per year. People would bid into this fund directly, making the process of allocating new trees more strategic and efficient.

Borough of Culture

During the period of this two-year budget Brent will have the status as London Borough of Culture 2020. This is undoubtedly a great opportunity for Brent and we hope that communities across the borough enjoy what will be a fantastic occasion in the year our borough hosts the European Championships final.

However, it would be remiss of a budget scrutiny panel not to examine the financial implications of such a project at this point and we therefore also asked the relevant cabinet member several questions about their plans.

The simple facts about Borough of Culture costs are as follows:

- The total budget for the London borough of Culture is £4.6m.
- The Mayor of London and Greater London Assembly contribute £1.35m.
- The council have a series of bids, in progress or planned to make up the remaining amount.
- Examples of some of these are as follows: £250k from Paul Hamlin Foundation, £250k from Heritage Lottery Funding and £120k from the Arts Council.
- The Council has budgeted to provide £1m of which £250k is Neighbourhood CIL.
- With this in mind, there is currently a shortfall of £1.5m, for which the council is actively fundraising.

Overall this seems like a prudent financial approach with most of the income coming from external sources. The only problem would come if the council's fundraising efforts are not successful in raising some or all of the remaining £1.5m. We discovered that in this eventuality the current policy is to take what funding is needed from usable reserves.

Given the importance of this project and the not insignificant financial stake the council is putting into it, we believe that there needs to be strong overview and scrutiny of the project at all stages. The priority for this scrutiny would be to ensure that funds are spent appropriately and generate the maximum legacy for local residents, particularly young people who were at the heart of our bid.

We **recommend** that this is achieved by putting a backbench member on the board of the charitable trust which will oversee delivery of the year of culture, and also with quarterly financial updates sent to the chair of the relevant scrutiny committee.

Social care

Proposal CWB019 – to introduce 15-minute care visits is rightly included in the “Most Difficult” appendix. When this idea was proposed a couple of years ago the Panel took a strong stance that this should only be done as a final resort. Such a reform would undoubtedly have a negative impact on the most vulnerable.

According to research by Unison (*Suffering Alone at Home*, January 2016) a large number of councils do commission 15-minute home care visits including 45 per cent of those in London. Their research suggests that such short visits are affecting the ability of homecare workers to deliver quality care. The United Kingdom Homecare Association, which represents providers, has further said that it is concerned that domiciliary care such as help with washing, dressing and meal preparation cannot be crammed into a 15-minute slot.

We should be proud to stand apart from the many councils which have chosen to take this drastic step whilst not considering other income generation options, such as charges for garden waste. We therefore clearly **recommend** that this proposal does not go forward.

We also discussed at length the council's plans for recommissioning its care provisions, the risks and rewards that come with having fewer providers and the implications for our Real Living Wage commitments. This is a very large and important topic and therefore we **recommend** that a full report on the matter comes before the Community and Wellbeing Scrutiny Committee within six months.

Public health

It is a relatively recent development that local authorities have been responsible for public health provision and received a ring-fenced grant from Public Health England to deliver this service. Even within this short time period the level of funding for this service has been continually cut – a trend which was confirmed in an announcement from the Department for Health and Social Care made whilst we were finalising this report – in a way which we doubt would have been done had funding remained with the NHS and its protected budget.

Therefore, the council is still developing the best possible model to deliver these services and ensure that all appropriate schemes are funded inside the ring fence and not taken from the general pot.

We support this broad strategic work but also have some specific concerns about individual public health proposals. For example, CWB003 ceases untargeted smoking cessation services. We acknowledge that this might have excellent effects on those who most need support to break this life shortening habit, but remain concerned that it could lead to some increase in smoking amongst the general population who will no longer get any support. We therefore **recommend** that this policy is reviewed in two years' time and if general smoking rates have increased then it should be reconsidered.

Likewise, CWB004 would decommission the universal health check offer to target those at higher risk. Again, a general review of this policy should be undertaken at the appropriate time.

Libraries

CWB006 proposes to reduce library hours and offers no argument that residents will benefit from a better service if this is implemented. We do not agree with this proposal and believe it should have been placed in the “Most Difficult” appendix.

We are pleased that residents in Brent know they have six council-run libraries in the borough that they can go to seven days per week. Scaling back on this universal service would undermine the trust the council has slowly rebuilt with the community following the closure of several libraries before 2014. We also believe there is a real danger that demand will be dampened if people become confused about which libraries they can go to at certain times and which they can go to at others.

There are other options we feel the council could consider before passing this proposal. The first of these is transferring the library service to a charitable trust as other authorities – including Glasgow, Luton and Fife - have done. If our library service were run in this way, the six buildings could become eligible for business rates relief of at least 80 per cent, presenting significant savings without a loss in the service.

We **recommend** that the council gives serious consideration to this idea.

Secondly, the largest mistake, in our view, that the council made before adopting its proposal of library closures a few years ago, was refusing to give local community and volunteer groups any opportunity to run the service. We **recommend** that this time every effort should be made to see if volunteers can take over some of the services to prevent closures. We are aware that some libraries require a permanent security presence and that this work cannot be done by volunteers, but this is not the case in every library and so should not prevent a volunteer team from keeping these branches open.

Thirdly, we **recommend** that Brent explore all options which help to maximise the use of library buildings and extract additional financial value from them. For example, residents in flats above shops often struggle to get hold of council recycling bags for their waste. If they could collect these easily from their local library this would be easier for them and give the

library further status as a local hub for council services. Likewise, there is much potential to rent out event space in some of our libraries, like the upstairs floors in Harlesden Library, and we think more work needs to be done to sweat those assets.

This are just some starting ideas, but it is our fundamental belief that any alternative to make savings in the service are considered before we resort to the drastic step of partial closures.

Schools

Proposal CYP001 proposes to fund some statutory education functions from the Dedicated Schools Grant. We agree with the lead member and director that this would be fair and appropriate as we are only requesting around £250k from a pot of over £300m.

However, we are naturally wary of any budget proposal over which the council is not fully in control. This money would need to be approved by the Schools Forum an organisation of hard working volunteers we have a huge amount of respect for. We appreciate the hard work Brent has done to build up a relationship of trust with this organisation by openly sharing all of its plans around school funding in the past and would be hopeful that Brent's bid is successful.

Perhaps, in future, budget proposals which are contingent on external approval should be highlighted as such to ensure all possible contingencies are made to cover the gap if the bid is unsuccessful.

Roundwood Youth Centre

Members of the Panel were very interested in proposal CYP005 which relates to the future of the Roundwood Youth Centre. All agree that the facility is one with great potential but is currently underused and is therefore a drain on the council's revenue budget.

The council should not wish to dispose of this asset, but even if it did, this would not be straightforward as the facility was built with a National Lottery grant of £4.997m as part of the Government's Myplace programme. Under the terms of the grant agreement, the council is required to notify the Cabinet Office of any planned changes of use or ownership and could be required to repay the grant in whole or in part.

Therefore, the only solution is to increase the use of the site. We are satisfied that the proposal CYP005 has a strong potential to achieve this. It would establish alternative

education provision on site for local children who have been temporarily suspended from school. This would actually enhance our local offer as currently pupils have to travel out of the borough to places like Hammersmith when under a school suspension. Crucially this would mean that the youth centre is not empty and costing money to maintain during the school day.

It is far from ideal, in our opinion, that this new school would be a free school, but unfortunately the law ensures that new schools opening are always outside of local education authority control. Perhaps a change of central government policy in future may allow the school to one day become part of the Brent family.

The arrangement is also not perfect for Brent because the asset would transfer to Brent Special Academies Trust meaning any additional income they derive from hiring out other rooms on site would not be retained by the council. However, we will retain some oversight of the organisation as a senior officer will sit on the Trust's board.

The proposal would hand over youth provision at the site to a new provider, with the Brent Youth Foundation in particular having expressed an interest in becoming that provider. The council's clear intention is that more activities would be run at the Centre than there are currently. We **recommend** that once the site is handed over Brent must clearly measure and benchmark this.

On the face of it, Brent Youth Foundation is an excellent partner to deliver these services. It is a local charity which exists to deliver services to young people in just this way. We would, however, note that much of their funding comes from the City Bridge Trust and John Lyons' grants. We believe some more investigation needs to be done into the long-term viability of these sources. We would therefore **recommend** that the Community and Wellbeing Scrutiny does some further investigations into their long-term financial viability as part of its work programme on children's services.

Finally, we would note that activities are only beneficial to Brent's young people if they are sufficiently advertised and promoted. Members of the Panel who represent the wards surrounding the Youth Centre report that even those young people who live very close by have often not heard about activities on their doorstep. Therefore, we **recommend** that the council and their new partner conduct a review, including asking young people themselves, of the best ways to promote what is happening at Roundwood to the target audience.

Family Hubs

As already noted earlier in this report, the move to a “Family Hubs” model (proposal CYP008), is a policy which could have benefits to service delivery as well as making overall savings.

To summarise, the plan is close some children’s centres (though we noted that the name sometimes gives a misleading description, few children’s centres are full buildings which are open on a daily basis, most are single rooms, often attached to schools, which deliver specific services at limited times) to consolidate our offer at fewer sites. These sites would then deliver more comprehensive services all the way to the age of 18 and become a central hub for families in each area of Brent.

The bulk of this reform will be delivered in the second year of this budget and so many questions about the precise make-up of the new hubs have yet to be answered. It is probably beneficial that the council has a bit of extra breathing space to develop this policy as 2020 will also see the end of the Troubled Families Programme funding. The new service will have to be designed in a way to compensate for this.

With this in mind we would make **two recommendations** to cabinet as they seek to finalise the policy.

Firstly, we think it is hugely important that hubs have a strong triage service, so that anyone dropping into a centre is quickly assessed and directed to the most appropriate means of support. The Resource and Public Realm Scrutiny Committee saw the importance of this at its recent site visit to the Harlesden Hub, a project which operates along similar lines.

Secondly, we would suggest that when the council is choosing sites for the hubs they pay close attention to public transport routes as well as geographic areas. For example, as the crow flies, Kilburn and Kensal Green are not far apart, but there are few direct transport links which would make it very hard for residents in one of the two area to access services in the other.

Environment

We have no doubt that members of the public will have many concerns with savings, cuts and reforms proposed in the environment department. This is because it is perhaps the only universal set of services delivered by Brent. Not everyone in our borough accesses

children's services and not all of us will need social care. But everyone has a bin that needs to be collected and everyone walks on our streets or drives on our roads. This means that any changes in the public realm will be controversial, even if they do not specifically affect the poorest or most vulnerable.

We discussed various proposals in this department with the lead member and relevant officers. To begin, one member of the panel was particularly passionate about ensuring that builders, whose use of vans and skips damages pavements and curbs, are charged for this damage. For works that require planning permission, or where Brent is the building regulation authority, this is easier to achieve as we can demand a bond up front for the use of skip, for example, and keep this if damage is made.

In circumstance where permission is not required the council will not know work is going on. So, if a skip is dropped in a resident's front garden and the crane dropping it off damages the pavement in the process we will eventually incur the cost as no bond will have been charged.

Our imperfect solution to this conundrum was to **recommend** the introduction of a "Considerate Builders Scheme", as has already been seen in Westminster, in our borough. Those who sign up to the principles of this would get a window sticker and be listed on our website. This would benefit the builders and also raise awareness more generally about the need to be considerate. All materials pushed out about the scheme would have to advertise a way for residents to whistle blow when builders do not follow the principles of the scheme in order to ensure some level of oversight.

Moving on, we welcomed the expansion of litter patrol activity in proposal R&E006 and that an in-house service will give the council more control over where patrols are targeted. This seems to follow on exactly from recommendations made by the Resources and Public Realm Scrutiny Committee a couple of years ago. We detected that the cabinet and senior officers had assumed that councillors would be uneasy with litter patrol activity that was low level, such as fining people for dropping cigarette ends outside of tube stations. In fact, no one on the panel felt like this and all believed that tackling low level problems will help to ensure that people do not progress to more serious environmental offences. Though we would add a **recommendation** at this point that some investment is made in providing more suitable bins and disposal areas at Brent's transport hubs – mainly tube stations and bus stops – to give people an easy and ethical way of disposing of these items.

When it came to proposal R&E008, which predicts an increase in income of £50k due to more licensed activity in the Wembley area, we did have a clear **recommendation**. Many residents who live close to the stadium feel that their lives are disrupted on event days and do not receive sufficient compensation for this despite the boost to local businesses. Therefore, we suggested that this additional income is ring fenced for a project which directly benefits these residents in Wembley.

We supported the provisions of proposal R&E001 which refers to turning down many of the street lights across the borough. Many councillors reported that people have contacted them asking for less bright lights outside their houses and we also know that urban wildlife benefits from lower lighting levels at night. We **recommend** that this latter aspect, often overlooked, features prominently in future council publicity about the scheme.

After discussing these overall positive proposals, we turned to more controversial ideas - which, like the libraries example discussed above - can only be described as cuts.

R&E002A/B remove litter patrols and litter bins from zone 5, which constitutes 456 roads or a quarter of land in the borough. We were less concerned about the removal of litter bins on residential streets which often attracts additional illegally dumped waste, but felt that stopping litter picking would lead to less clean and attractive pavements. Of course, as already stated every department must contribute to savings and cuts and these will sadly have consequences, so we do not feel as though we can oppose these proposals out right.

Instead, as mitigation we **recommend** that the litter patrol activity already discussed is targeted at the areas missing out so our response to problems is joined up and collaborative. We also **recommend** that the Cleaner Brent app is amended so that people can report piles of uncollected leaves through it, as it was noted without people on the street such issues may not be noticed.

Most difficult of all was R&E001A which proposes to partially close the Abbey Road Household Recycling Centre, probably for two non-consecutive days each week. We felt that a complete closure of the site would be a step too far, but some reduced hours could be justified given the huge financial pressures weighing down on the authority. Some members of the Panel suggested that this change might increase illegal rubbish dumping in the borough, however, a majority of us felt that this was unlikely. The kind of resident who does the right thing in taking their waste to the recycling centre is unlikely to become a law

breaker and dump their waste on the street because they cannot gain access on two days a week, no matter how frustrated they might feel.

We also noted that there will be a significant group of local residents who will not be affected by this change as they find it extremely difficult to access the site at all. This are primarily people in the south of the borough where car ownership is low. Without a car it is pretty near impossible to take bulky waste to Abbey Road and with the council approving more and more car free developments we will have even more residents in this position in future.

It seems clear that things can be done through the planning system to provide solutions to this problem. We **recommend** a review into how the council can ensure that applications for new residential developments – in particular car free developments – always include appropriate waste disposal options.

Overall, we do believe that not as much income is generated from the Abbey Road site as could be. This is primarily because it is run by the West London Waste Alliance and we do not have full control over it. The Chair of the Panel recently attended a national waste conference where Welsh authorities reported a percentage increase of three figures in income generated through textile sales. They achieved this through a “no black bags policy”, meaning that residents could not simply throw black bags into the general waste section of their recycling centre. All material had to be opened and separated. This led to many old clothes being salvaged to be sold onto textile traders. Brent could only benefit from such a scheme if all sites in the WLWA agreed to the policy and to split the profits. It will not be easy to persuade them all to do so but we **recommend** that the council does try.

Community safety

The main community safety proposal in this budget is the ending of a service. Currently, the council funds 12 additional local police officers through the Met Patrol Plus scheme. Members and residents are offered two alternatives in this area: R&E022 would halve the service and save £200k, and R&E022A would abolish it completely and save £400k.

Reluctantly, and aware once again that cuts have consequences, we would agree with the council’s plans to end this service. Ultimately, we believe that the council has many, many vital services that it needs to deliver to the local community, from social care to fostering, and it is not sustainable to take money away from these to fund a service that another part of government – in this case the Home Office – should be responsible for.

Of course, the situation should be closely monitored, and we should keep a particular eye on how the new three borough command structure influences levels of local policing. All members should also continuously advocate for additional policing in their wards and ask every resident to report incidents so the local crime database is as accurate as possible.

Finally, we would **recommend** that the council bring a report to Resources and Public Realm scrutiny by the end of 2019 which looks at how Brent can mitigate against this cut by beefing up our own internal patrol and enforcement teams.

Note: The Met Patrol Plus scheme is under review as of January 2019. One possible outcome may be that the scheme is scrapped.

Scrutiny

This budget contains many difficult cuts that will directly impact upon the lives of our residents. We therefore did not want to spend much time in this report focusing on ourselves but we do feel that proposal PPP007, to reduce the number of scrutiny committees from three to two, should be questioned. The number of cabinet members recently increased by two, and therefore it is reasonable to question if the number of councillors involved in scrutinising the cabinet should be decreased at the same time the number of councillors in cabinet is increased.

Despite this, we do recognise that it is beholden upon us to make savings like every other department of the council. So, we **recommend** that instead of making these cuts via the very blunt instrument of axing one committee, the three current chairs are given a clear budget for scrutiny and work with officers and backbenchers to come up with a proposal to deliver scrutiny within that budget. We would do this by starting from the bottom up, like the council's Outcome Based Reviews, and not simply slicing away from the existing three committee structure. We also believe it would be essential to benchmark our scrutiny service against those of other boroughs when conducting this process.

6. Reserves

We took some time to review of all of the ring fenced and general reserves held by the council as part of our budget scrutiny process.

When councillors, and members of the public, talk about “reserves” they are usually only referring to the general reserves pot which currently sits at a safe, but comparatively low, figure of £12million. In fact, it is probably safe to say that many people think this is the only money the council holds in reserve. But of course, there are many other pots of ring-fenced money in the council’s accounts which have been established and set aside for particular projects over the years.

We were assured that these are assessed annually to see if there is still a need for them. Despite this, we think it would be helpful to cast a new set of eyes on these and so **recommend** that a paper on reserves is brought to the resources and public realm scrutiny committee within six months. The paper should include information on each fund in reserves, when it was established and when it was last accessed. This information is currently not collated together in a single usable document and so this could be an informative exercise for the whole council, driven by the scrutiny process.

7. Conclusion

We hope this report is seen as a fair and balanced one. We have tried at all times to understand the huge financial pressures that the council is under as a result of the severe reduction of the central government grant.

Many of the cuts in the budget proposals are unpalatable, but we do not oppose these for opposition’s sake because we know if these were taken out of the budget money would have to be found elsewhere and that such alternative cuts could be even more painful.

We have tried to make constructive comments about how some of these negative impacts could be mitigated and also praised the council for its more innovative ideas wherever appropriate.

This report is not the end of the budget scrutiny process and we look forward to discussing our recommendations, and the budget as a whole, in more depth at future scrutiny, cabinet and full council meetings.

Addendum to Budget & Council Tax 2019/20 – 2020/21 Report – Resources & Public Realm Scrutiny Committee (7th February 2019): Final budget proposals – Note of deliberation

Resources & Public Realm Scrutiny Committee asks Cabinet to consider the following note of its deliberations on the final budget proposals.

We are pleased that Cabinet has responded positively to several of the committee's recommendations, namely:

- The application of classifications to future savings – cut, income generation, service transformation or efficiency;
- The ceasing of untargeted smoking cessation services;
- A review of litter-picking services and expansion of litter patrols;
- Not proceeding with the closure of Abbey Road recycling centre;
- Not introducing 15-minute home care visits;
- No reductions in library opening hours

However, there are a number of scrutiny recommendations that were not addressed in the final report and these are captured in the following table:

Area	Comment
Scrutiny	The three chairs are given a scrutiny budget and produce a proposal to deliver scrutiny based on that budget
Environment	Consider the ring-fencing of income from increased licensing activity
	Persuade all sites in the WLWA to agree to a 'no black bags' policy
	Amend the Cleaner Brent app
Roundwood	Investigation into the long-term viability of the site
Libraries	Consider how to extract further financial value from library sites
	Consider use of charitable trusts in the running of libraries
Borough of Culture	Scrutiny of planning, and quarterly financial updates to the chair of the relevant committee
Voluntary organisations	Signposting to other sources of funding where this is scaled back by the council.
Equalities	A full impact assessment is undertaken for every proposal
Tourism	Explore opportunities for a locally-set tourist tax

The Scrutiny Committee therefore requests that further information is provided in these areas, as to whether or not they will be taken forward. The Scrutiny Committee requests that information on these points is provided within one month of Cabinet i.e. by Monday 11th March 2019.

Resources & Public Realm Scrutiny Committee

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Appendix E

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Portfolio Holder	Portfolio	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total
		£000	£000	£000	£000	£000	£000	£000
Resources: Cllr Margaret McLennan	Barham Park Trust	50	0	0	0	0	0	50
	Utilising surplus property NEW	0	5,000	5,000	5,000	5,000	0	20,000
	CNWL/ Education Quarter NEW	0	5,000	6,500	0	0	0	11,500
	Discount Market Sale (DMS) NEW	0	40,000	0	0	0	0	40,000
	Civic Centre	641	5	5	5	5	274	935
	Digital Strategy	1,945	1,674	1,590	0	0	0	5,209
	Energy	265	6	0	0	0	0	271
	ICT	3,386	0	0	0	0	0	3,386
	Libraries	67	0	0	0	0	0	67
Property Management	100	478	145	0	0	0	724	
Regeneration: Highways, Planning: Cllr Tatler	South Kilburn Estate Regeneration	18,413	3,851	12,497	17,720	27,147	16,620	96,249
	Bridge Park Regeneration	1,485	1,000	0	0	0	0	2,485
	Grants to outside bodies	500	0	0	0	0	0	500
	Neighbourhood CIL	148	19	0	0	0	0	167
	New Homes Bonus	93	0	0	0	0	0	93
	Olympic Way Pedestrian Improvements	5,691	0	3,400	8,700	0	0	17,791
	Barham Park	0	0	0	0	0	0	0
	Housing Zones	1,216	215	115	0	0	0	1,546
	Small Schemes	100	0	0	0	0	0	100
	Town Centre Regeneration	494	0	0	0	0	0	494
	St. Raphael's Estate Regeneration	140	860	0	0	0	0	1,000
Community Safety: Cllr T Miller	CCTV	2,285	0	0	0	0	0	2,285
Regeneration: Highways, Planning: Cllr Tatler	Landscaping	903	292	0	0	0	0	1,194
	Regen & South Kilburn - S106	1,378	0	0	0	0	0	1,378
	Highways & Infrastructure S106	3,065	300	0	0	0	0	3,365
	Highways & Infrastructure NEW	0	5,000	5,000	5,000	5,000	0	20,000
	Highways & Infrastructure	4,101	3,500	3,500	3,500	3,500	3,500	21,601
	Transport For London [TFL]	3,197	2,345	2,145	2,145	2,145	2,145	14,122
Public Health: Culture & Leisure: Cllr Krupesh Hirani	Sports	417	485	20	0	0	0	922
Environment: Cllr Krupa Sheth	Parks	1,209	152	0	0	0	0	1,361
	Cemeteries	8	0	0	0	0	0	8
	Environmental Health	77	0	0	0	0	0	77
	Parking & Street Lighting	4,677	192	0	0	0	0	4,869
Schools: Employment & Skills: Cllr Amer Agha	Academies	0	0	0	0	0	0	0
	Children & Youth Facilities	159	0	0	0	0	0	159
	Completed School Projects	609	353	0	0	0	0	962
	Expansion of School Places	537	1,797	0	0	0	0	2,334
	Phase 3 Permanent Primary	18,375	963	0	0	0	0	19,338
	Phase 4 Permanent Primary	60	0	0	0	0	0	60
	PSBP Phase 2 Secondary	178	0	0	0	0	0	178
	School Capital Improvement	3,855	4,097	4,567	2,587	3,155	0	18,262
Housing & Welfare Reform: Cllr Eleanor Southwood	Aids & Adaptations	5,385	1,854	0	0	0	0	7,239
	GLA Housing Schemes NEW	0	3,900	69,200	75,100	27,900	3,700	179,800
	Northwick Park NEW	0	500	1,200	6,000	2,200	0	9,900
	In Borough Acquisition Strategy NEW	0	100,000	0	0	0	0	100,000
	Travellers Site	600	0	0	0	0	0	600
	Energy, Health & Safety	0	0	0	0	0	0	0
	Mixed Development	5,522	12,886	12,000	6,000	0	0	36,408
	Feasibility	0	0	0	0	0	0	0
	PRS I4B	34,000	21,555	0	0	0	0	55,555
	Condition Surveys	0	0	0	0	0	0	0
	GLA Housing Schemes NEW	0	9,645	39,976	37,700	5,400	500	93,221
	Energy, Health & Safety	0	0	0	0	0	0	0
	Infill Development - Phase 1	3,852	1,272	0	0	0	0	5,124
	Infill Development - Phase 2	5,836	7,018	856	0	0	0	13,710
	Major Repairs & Maintenance	22,327	14,106	15,703	0	0	0	52,136
	Feasibility	367	405	0	0	0	0	772
Adult Social Care: Cllr Harbi Farah	NAIL	3,928	1,863	4,902	0	0	0	10,693
	Honey Pot Lane NEW	0	1,000	10,000	7,000	500	0	18,500
	NAIL Refurbishment Programme	0	4,000	402	0	0	0	4,402
All	Pipeline Remaining Balance	0	0	0	0	0	32,364	32,364
		161,643	257,587	198,724	176,457	81,952	59,103	935,466
Funding Sources	Grants & Other Contributions	33,175	34,107	52,182	10,732	7,500	2,145	139,843
	S106 & CIL	14,135	557	13,162	8,700	0	0	36,554
	Capital Receipts	33,472	15,536	15,783	17,720	27,147	16,620	126,278
	Reserves	29,019	24,122	35,971	0	0	0	89,112
	Major Repairs Allowance	10,860	7,110	8,072	0	0	0	26,042
	Revenue Contribution	11,582	3,500	3,500	8,500	3,500	3,500	34,082
	Prudential Borrowing	29,399	172,656	70,053	130,805	43,805	36,838	483,556
			161,643	257,587	198,724	176,457	81,952	59,103

Total new schemes £492.9m

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Appendix F

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Treasury Management Strategy Statement 2019/20

Introduction

- 1.0 Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.
- 2.0 Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year. This report fulfils the Council's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.

External Context

- 3.0 **Economic background:** The UK's progress negotiating its exit from the European Union, together with its future trading arrangements, will continue to be a major influence on the Council's treasury management strategy for 2019/20.
- 4.0 UK Consumer Price Inflation (CPI) for December was 2.0%, down from 2.2% in November 2018. The most recent labour market data shows that the number of people in work increased, the number of unemployed people was little changed but the number of people aged from 16 to 64 not working and not seeking or available to work decreased across the period.
- 5.0 The unemployment rate was 4.0%, it has not been lower since December 1974 to February 1975. The employment rate was 75.8%, higher for a year earlier (75.3%) and the highest estimate since comparable estimates began in 1971. Nominal wages including bonuses increased by 3.4% and wages excluding bonuses increased by 3.3%. Real wages excluding bonuses increased by 1.1% and including bonuses increased by 1.2% compared to a year earlier.
- 6.0 The rise in quarterly GDP growth to 0.6% in Q3 from 0.4% in the previous quarter was due to weather-related factors boosting overall household consumption and construction activity over the summer following the weather-related weakness in Q1. At 1.5%, annual GDP growth continues to remain below trend. Looking ahead, the BoE, in its November Inflation Report, expects GDP growth to average around 1.75% over the forecast horizon, providing the UK's exit from the EU is relatively smooth.

- 7.0 Following the Bank of England's decision to increase Bank Rate to 0.75% in August, no changes to monetary policy has been made since. However, the Bank expects that should the economy continue to evolve in line with its November forecast, further increases in Bank Rate will be required to return inflation to the 2% target. The Monetary Policy Committee continues to reiterate that any further increases will be at a gradual pace and limited in extent.
- 8.0 While US growth has slowed over 2018, the economy continues to perform robustly. The US Federal Reserve continued its tightening bias throughout 2018, pushing rates to the current 2.5% in December. Expectations are fading that the further hikes previously expected in 2019 will materialise as concerns over trade wars drag on economic activity.
- 9.0 **Credit outlook:** The big four UK banking groups have now divided their retail and investment banking divisions into separate legal entities under ring-fencing legislation. Bank of Scotland, Barclays Bank UK, HSBC UK Bank, Lloyds Bank, National Westminster Bank, Royal Bank of Scotland and Ulster Bank are the ring-fenced banks that now only conduct lower risk retail banking activities. Barclays Bank, HSBC Bank, Lloyds Bank Corporate Markets and NatWest Markets are the investment banks. Credit rating agencies have adjusted the ratings of some of these banks with the ring-fenced banks generally being better rated than their non-ring-fenced counterparts.
- 10.0 The Bank of England released its latest report on bank stress testing, illustrating that all entities included in the analysis were deemed to have passed the test once the levels of capital and potential mitigating actions presumed to be taken by management were factored in. The BoE did not require any bank to raise additional capital.
- 11.0 European banks are considering their approach to Brexit, with some looking to create new UK subsidiaries to ensure they can continue trading here. The credit strength of these new banks remains unknown, although the chance of parental support is assumed to be very high if ever needed. The uncertainty caused by protracted negotiations between the UK and EU is weighing on the creditworthiness of both UK and European banks with substantial operations in both jurisdictions.
- 12.0 **Interest rate forecast:** Following the increase in Bank Rate to 0.75% in August 2018, the Council's treasury management adviser is forecasting two more 0.25% hikes during 2019 to take official UK interest rates to 1.25%. The Bank of England's MPC has maintained expectations for slow and steady rate rises over the forecast horizon. The MPC continues to have a bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. Arlingclose believes that MPC members consider both that ultra-low interest rates result in other economic problems, and that higher Bank Rate will be a more effective policy weapon should downside Brexit risks crystallise when rate cuts will be required.

- 13.0 The UK economic environment remains relatively soft, despite seemingly strong labour market data. Arlingclose’s view is that the economy still faces a challenging outlook as it exits the European Union and Eurozone growth softens. While assumptions are that a Brexit deal is struck and some agreement reached on transition and future trading arrangements before the UK leaves the EU, the possibility of a “no deal” Brexit still hangs over economic activity (*at the time of writing this commentary in mid-December*). As such, the risks to the interest rate forecast are considered firmly to the downside. **See Appendix A.**
- 14.0 As a budget assumption (and not necessarily a statement of policy) for the purpose of setting the budget, it has been assumed that new investments will be made at an average rate of 1%, and that new long-term loans will be borrowed at an average rate of 3%.

Local Context

- 15.0 On 31st December 2018, the Council held £397m of borrowing and £114m of investments. This is set out in further detail at **Appendix B**. Future forecasted borrowing requirements are shown in the balance sheet analysis in table 1 below.

Table 1: Balance sheet summary and forecast

	31.3.18 Actual £m	31.3.19	31.3.20	31.3.21
General Fund CFR	522.3	533.1	676.8	718.0
HRA CFR	148.6	158.4	178.2	197.0
Total CFR	670.9	691.5	854.9	915.0
Existing Borrowing	408.0	397.0	355.0	331.0
Borrowing required to meet CFR	262.9	294.5	499.9	584.0
Projected Usable Reserves	303.4	244.6	337.6	327.5
Projected Working Capital	141.3	112.5	100.0	90.0
Available Cash Reserves	444.7	357.1	437.6	417.5
Investments (or New borrowing)	181.8	62.6	(62.4)	(166.6)

- 16.0 The Council’s CFR is greater than its borrowing, as to minimise interest costs the Council utilises its internal resources over the short term instead of undertaking more expensive external borrowing. However, the increased focus on capital

investment to transform the financial position as set out in the capital pipeline report may require some new external borrowing over the coming years.

- 17.0 As demonstrated in the September 2018 Cabinet report “Brent Council Borrowing Strategy 2018/19 – 2020/21” the Council will need to seriously consider borrowing at some point in 2019/20. In recent years the Council’s strategy has been to maintain borrowing at the lowest level possible unless interest rate prospects present a clear case for taking long term borrowing ahead of immediate requirements. However current interest rate forecasts along with the significant levels of planned capital investment over the next three years means that this approach may no longer be sustainable or optimal.
- 18.0 CIPFA’s *Prudential Code for Capital Finance in Local Authorities* recommends that the Council’s total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the Council expects to comply with this recommendation during 2019/20.

BORROWING STRATEGY

- 19.0 The Council currently holds £397 million of loans, a decrease of £14.6 million on the previous year, following the early redemption of some of the LOBO loans and repayments on EIP borrowing. The balance sheet forecast in table 1 shows that the Council expects to borrow up to £166 million by 2020/21 however this is largely dependent on how the capital programme progresses. In accordance with the September 2018 strategy report the Council may also borrow additional sums to pre-fund future years’ requirements, providing this does not exceed the authorised limit for borrowing of £1.1 billion.
- 20.0 **Objectives:** The Council’s chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Council’s long-term plans change is a secondary objective.
- 21.0 **Strategy:** Given the significant cuts to public expenditure and in particular to local government funding, the Council’s borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead. By doing so, the Council is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the Council with this ‘cost of carry’ and breakeven analysis. Its output may

determine whether the Council borrows additional sums at long-term fixed rates in 2019/20 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

22.0 The Council will also be seriously considering the use of forward starting loans during 2019/20, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

23.0 In addition to above, the Council may borrow short-term loans to cover unplanned cash flow shortages.

Sources of borrowing: The approved sources of long-term and short-term borrowing are:

- Public Works Loan Board (PWLB) and any successor body
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- any other UK public sector body
- UK public and private sector pension funds (except the local Brent Pension Fund)
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues

24.0 **Other sources of debt finance:** In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- leasing
- hire purchase
- Private Finance Initiative
- sale and leaseback

25.0 Although we do not anticipate entering into any new PFI arrangements, we would not rule this out should the terms become sufficiently favourable. However, the council has previously raised the majority of its long-term borrowing from the PWLB but it continues to investigate other sources of finance, such as local authority loans and bank loans that may be available at more favourable rates.

26.0 **Municipal Bonds Agency:** UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. This will be a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a joint and several guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between

committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to full Council.

- 27.0 **LOBOs:** The Council holds £70.5m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Council has the option to either accept the new rate or to repay the loan. Although the Council understands that lenders are unlikely to exercise their options in the current low interest rate environment, there remains an element of refinancing risk. The Council will take the option to repay LOBO loans at no cost if it has the opportunity to do so.
- 28.0 **Short-term and variable rate loans:** These loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below.
- 29.0 **Debt rescheduling:** The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving and/or a reduction in risk.

INVESTMENT STRATEGY

- 30.0 The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Council's investment balance has ranged between £190 and £89 million. These balances are forecast to decline as the Councils begins the implementation of its ambitious capital programme and pipeline.
- 31.0 The 2018/19 investment strategy allowed the Council flexibility to invest cash for periods of up to 370 days with the ability to lend any amount to any UK local government body for up to 5 years. The minimum long term rating for counterparties is A- (or equivalent) whilst the prudential indicators allowed up to £40m to be invested for longer than 364 days.
- 32.0 **Objectives:** The CIPFA Code requires the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

- 33.0 **Strategy:** Given the increasing risk and very low returns from short-term unsecured bank investments, the Council aims to further diversify into higher yielding asset classes during 2019/20. However it is worth noting that this approach might be limited to the extent that this the capital investment plans are delivered in line with current expectations. Should this prove to be the case, surplus funds may not be available to invest over longer durations as set out below.
- 34.0 The average rate of interest received on investments during the year to December 18 was 0.71%. Comparison data for other local authorities from Arlingclose's benchmarking club (which uses the data of 136 Local Authorities) places Brent around average compared to our peers - **Appendix C**. However, this strategy now provides the opportunity improve this performance. During the first quarter of 19/20 council officers, in conjunction with our advisors will undertake a more detailed review to assess the potential for realistically doubling the current average rate of return by making use of the full range of options listed in paragraphs 42.0 – 49.0 and contained within this strategy.
- 35.0 The majority of the Council's surplus cash is currently invested short-term with other Local Authority's, money market funds and certificates of deposit. This diversification will therefore represent a change in strategy over the coming year.
- 36.0 In order to diversify a portfolio largely invested in cash, for 19/20 investments will be placed with a number of approved counterparties over a range of maturity periods. Maximum investment levels with each counterparty will be set by the Chief Finance Officer to ensure that prudent diversification is achieved.
- 37.0 The minimum credit rating for non-UK sovereigns will be set at AA+ (or equivalent) and the minimum long term rating for counterparties is A- (or equivalent). Within these criteria the Chief Finance Officer (CFO) will have discretion to accept or reject individual institutions as counterparties on the basis of any information which may become available.
- 38.0 The Council uses the lowest rating quoted by the main rating agencies, as recommended by CIPFA. Where instrument credit ratings are available, the instrument credit rating will be used if different from the counterparty rating. Credit ratings are monitored continually by the Council, using the advice of Arlingclose on ratings changes, and action taken as appropriate.
- 39.0 Any institution will be suspended or removed should any factors give rise to concern, and caution will be paramount in reaching any investment decision regardless of the counterparty or the circumstances. Should an entities credit rating be downgraded so that it does not meet the Council's approved criteria then:
- No new investments will be made;

- Full consideration will be made to the recall or sale of existing investments with the affected counterparty.

- 40.0 Having an appropriate lending list of counterparties, remains critically important to protecting Brent's investments. A list of extremely secure counterparties would be very small, and the limits with each would be correspondingly high. This would expose the Council to a risk of an unlikely but potentially large loss. This arises because the arrangements for dealing with banks in difficulty now require a loss to be imposed on various categories of liabilities of the banks to allow the bank to recapitalise itself and continue in business (sometimes referred to as bail in).
- 41.0 When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.
- 42.0 **Unsecured deposits:** unsecured deposits with banks could be exposed to credit loss by the 'bail-in' process. This is where depositors are expected to make a significant contribution to recapitalise a bank that is failing or likely to fail before government support is provided and public money is invested in the organisation. There is no upper limit to the maximum credit loss that the authority could suffer in the event of a bail-in scenario.
- 43.0 **Secured deposits:** secured deposits of various kinds are not included in bail in provisions where investments are secured on the bank's assets. It is likely that the Council's preferred instruments in lending to institutions without some kind of government guarantee will increasingly be in the form of secured or marketable instruments. The Council and its advisors remain alert for signs of credit or market distress that might adversely affect the Council.
- 44.0 **Money market funds (MMFs):** will be utilised but good treasury management practice prevails, and whilst MMFs provide good diversification, the Council will also seek to mitigate operational risk by using at least two MMFs where practical. They will not exceed 0.5% of the net asset value of the MMF. *In addition, each Fund will be limited to a maximum deposit of £20m.*

- 45.0 **Government:** Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. *Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.*

The investment strategy will provide flexibility to invest cash for longer periods in order to access higher investment returns. *The upper limit for lending beyond a year is £50m.* In practice, lending for more than one year will be only to institutions of the highest credit quality and at rates which justify the liquidity risk involved. Marketable instruments may have longer maturities, though the maturity will be considered in conjunction with the likely liquidity of the market and credit quality of the institution. *Other than UK Central Government the council may invest its surplus funds subject to a maximum duration of 20 years.*

Alternative investment options will include:

- 46.0 **Corporate bonds:** These can give significantly higher yields than our current deposits but give exposure to risks from economic, commercial and operational difficulties. Diversification would involve investing small amounts with a large number of companies or buying diversified Funds. Seeking additional security could involve exchanging our deposit for known high credit quality assets, or a claim on a pool of assets. Seeking capital strength would involve investing in companies with high levels of assets in relation to liabilities or a strong fixed asset base, or whose business is not subject to marked fluctuations in activity or profitability.
- 47.0 **Registered Providers (Housing Associations and Registered Social Landlords):** Loans and bonds issued by RP's have been included as an approved investment counterparty for 2019/20. Any investments with Registered Providers will be analysed on an individual basis and discussed with Arlingclose prior to investing. *Investments with registered providers will be limited to £20m in 2019/20.*
- 48.0 **Collective Investment Schemes (Pooled Funds):** Shares or units in diversified investment vehicles consisting of the any of the above investment types, plus equity shares and property. The Council has evaluated the use of Pooled Funds and determined the appropriateness of their use within the investment portfolio. Pooled funds enable the Council to diversify the assets and the underlying risk in the investment portfolio and provide the potential for enhanced returns. Investments in pooled funds will be undertaken with advice from Arlingclose. Although considered as pooled funds, MMF's are discussed separately in paragraph 44. The Council currently has no investments in Pooled Funds (other than MMFs) at present, but may make prudent use of them in the future. *Investments in pooled funds will be limited to £20m in 2019/20.*

- 49.0 **Real estate investment trusts:** Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties. *Investments in REITs will be limited to £20m in 2019/20.*
- 50.0 **Operational bank accounts:** The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services. These are not classed as investments but are at risk of bank bail-in. The Council banks with National Westminster Bank (NatWest) who meet the Council's minimum credit criteria. Should Natwest's creditworthiness deteriorate below the Council's minimum credit criteria, then as far as is consistent with operational efficiency, no money will be placed with NatWest and credit balances in the various Council accounts will be kept to a minimum level.
- 51.0 **Investment limits:** The Council's revenue reserves available to cover investment losses are forecast to be £240 million on 31st March 2019. In order that no more than 10% of available reserves will be put at risk in the case of a single default, *the maximum that will be lent to any one organisation (other than the UK Government) will be £20 million.* A group of banks under the same ownership will be treated as a single organisation for limit purposes.
- 52.0 **Liquidity management:** The Council uses internal purpose-built cash flow modelling tools to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Council's medium-term financial plan and cash flow forecast.

TREASURY MANAGEMENT INDICATORS

- 53.0 The Council measures and manages its exposures to treasury management risks using the following indicators.
- 54.0 **Security:** The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Table 2

Credit risk indicator	Target
Portfolio average credit rating	A

- 55.0 **Liquidity:** The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling [three] month period, without additional borrowing.

Table 3

Liquidity risk indicator	Target
Total cash available within 3 months	£50m

- 56.0 **Interest rate exposures:** This indicator is set to control the Council's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

Table 4

Interest rate risk indicator	Limit
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£5m
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£5m

The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates.

- 57.0 **Maturity structure of borrowing:** This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

Table 5

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	40%	0%
12 months and within 24 months	40%	0%
24 months and within 5 years	40%	0%
5 years and within 10 years	60%	0%
10 years and within 20 years	75%	0%
20 years and within 30 years	75%	0%
30 years and within 40 years	75%	0%
Over 40 years	75%	0%

Time periods start on the first day of each financial year. LOBOs are classified as maturing on the next call date i.e. the earliest date that the lender can require repayment.

- 58.0 **Principal sums invested for periods longer than a year:** The purpose of this indicator is to control the Council’s exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Table 6

Price risk indicator	2019/20	2020/21	2021/22
Limit on principal invested beyond year end	£50m	£50m	£50m

Related Matters

- 59.0 The CIPFA Code requires the Council to include the following in its treasury management strategy.
- 60.0 **Financial Derivatives:** The Authority does not currently use standalone financial derivatives (such as swaps, forwards, futures and options) and will only do so where they can be clearly demonstrated to reduce the overall level of the financial risks that the Authority is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives will not be subject to this policy. Where schemes contain an embedded derivative they will be subject to evaluation as part of the appraisal of the particular scheme.
- 61.0 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and any relevant foreign country limit.
- 62.0 The Authority will only use derivatives after seeking expertise, receiving a legal opinion and ensuring officers have the appropriate training for their use.
- 63.0 **Housing Revenue Account:** As of 1 April 2012, the Council notionally split each of its existing long-term loans into General Fund and HRA pools. Individual loans or parts of loans have been allocated to the HRA, on the basis of achieving the same long term rate as that which applied to the General Fund at the self-financing date.
- 64.0 Differences between the value of the HRA loans pool and the HRA’s underlying need to borrow results in a notional element of internal borrowing. This balance will be assessed over the year and interest charged to the HRA at an appropriate rate for short term borrowing. The HRA will also hold reserves and balances which

will be invested with the Council, and interest will be paid on identified balances at a rate which recognises that any investment risk is borne by the General Fund.

65.0 **Markets in Financial Instruments Directive:** The MiFID II regulations took effect from January 2018 which saw the council reclassified as a retail client with the opportunity to opt up to professional client status. Retail clients have access increased protection however this would be balanced against potentially higher fees and access to a more limited range of products. The council has opted up to professional client status with its providers of financial services, including advisors, banks, brokers and fund managers. The CFO believes this to be the appropriate status for the Council’s treasury management activities.

Other options considered

66.0 The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The strategy below in Table 7 represents alternative approaches, along with the associated financial and risk management implications.

Table 7: Alternative Strategies

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

Appendix A – Arlingclose Economic & Interest Rate Forecast December 2018

Underlying assumptions:

- Our central interest rate forecasts are predicated on there being a transitional period following the UK's official exit from the EU.
- The MPC has a bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. We believe that MPC members consider that: 1) tight labour markets will prompt inflationary pressure in the future, 2) ultra-low interest rates result in other economic problems, and 3) higher Bank Rate will be a more effective policy weapon if downside risks to growth crystallise.
- Both our projected outlook and the increase in the magnitude of political and economic risks facing the UK economy means we maintain the significant downside risks to our forecasts, despite the potential for slightly stronger growth next year as business investment rebounds should the EU Withdrawal Agreement be approved. The potential for severe economic outcomes has increased following the poor reception of the Withdrawal Agreement by MPs. We expect the Bank of England to hold at or reduce interest rates from current levels if Brexit risks materialise.
- The UK economic environment is relatively soft, despite seemingly strong labour market data. GDP growth recovered somewhat in the middle quarters of 2018, but more recent data suggests the economy slowed markedly in Q4. Our view is that the UK economy still faces a challenging outlook as the country exits the European Union and Eurozone economic growth softens.
- Cost pressures are easing but inflation is forecast to remain above the Bank's 2% target through most of the forecast period. Lower oil prices have reduced inflationary pressure, but the tight labour market and decline in the value of sterling means inflation may remain above target for longer than expected.
- Global economic growth is slowing. Despite slower growth, the European Central Bank is conditioning markets for the end of QE, the timing of the first rate hike (2019) and their path thereafter. More recent US data has placed pressure on the Federal Reserve to reduce the pace of monetary tightening – previous hikes and heightened expectations will, however, slow economic growth.
- Central bank actions and geopolitical risks have and will continue to produce significant volatility in financial markets, including bond markets.

Forecast:

- The MPC has maintained expectations of a slow rise in interest rates over the forecast horizon, but recent events around Brexit have dampened interest rate expectations. Our central case is for Bank Rate to rise twice in 2019, after the UK exits the EU. The risks are weighted to the downside.
- Gilt yields have remained at low levels. We expect some upward movement from current levels based on our central case that the UK will enter a transitional period following its EU exit in March 2019. However, our projected weak economic outlook and volatility arising from both economic and political events will continue to offer borrowing opportunities.

	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Average
Official Bank Rate														
Upside risk	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.17
Arlingclose Central Case	0.75	0.75	1.00	1.00	1.25	1.13								
Downside risk	0.00	-0.50	-0.75	-0.75	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-0.85
3-mth money market rate														
Upside risk	0.10	0.10	0.10	0.10	0.15	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.17
Arlingclose Central Case	0.90	0.95	1.10	1.30	1.40	1.40	1.40	1.35	1.35	1.35	1.35	1.35	1.35	1.27
Downside risk	-0.20	-0.45	-0.60	-0.80	-0.90	-0.90	-0.90	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.76
1-yr money market rate														
Upside risk	0.20	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.33
Arlingclose Central Case	1.15	1.25	1.35	1.50	1.70	1.60	1.50	1.40	1.35	1.35	1.35	1.35	1.35	1.40
Downside risk	-0.35	-0.50	-0.60	-0.80	-0.90	-0.90	-0.90	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.77
5-yr gilt yield														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
Arlingclose Central Case	1.15	1.25	1.35	1.50	1.50	1.40	1.35	1.35	1.30	1.30	1.30	1.30	1.30	1.33
Downside risk	-0.50	-0.60	-0.65	-0.80	-0.80	-0.70	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.66
10-yr gilt yield														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
Arlingclose Central Case	1.50	1.65	1.70	1.80	1.80	1.75	1.75	1.70						
Downside risk	-0.55	-0.70	-0.70	-0.80	-0.80	-0.75	-0.75	-0.70	-0.70	-0.70	-0.70	-0.70	-0.70	-0.71
20-yr gilt yield														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
Arlingclose Central Case	2.00	2.10	2.20	2.18										
Downside risk	-0.60	-0.70	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.73
50-yr gilt yield														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
Arlingclose Central Case	1.90	1.95	2.00	1.99										
Downside risk	-0.60	-0.70	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.73

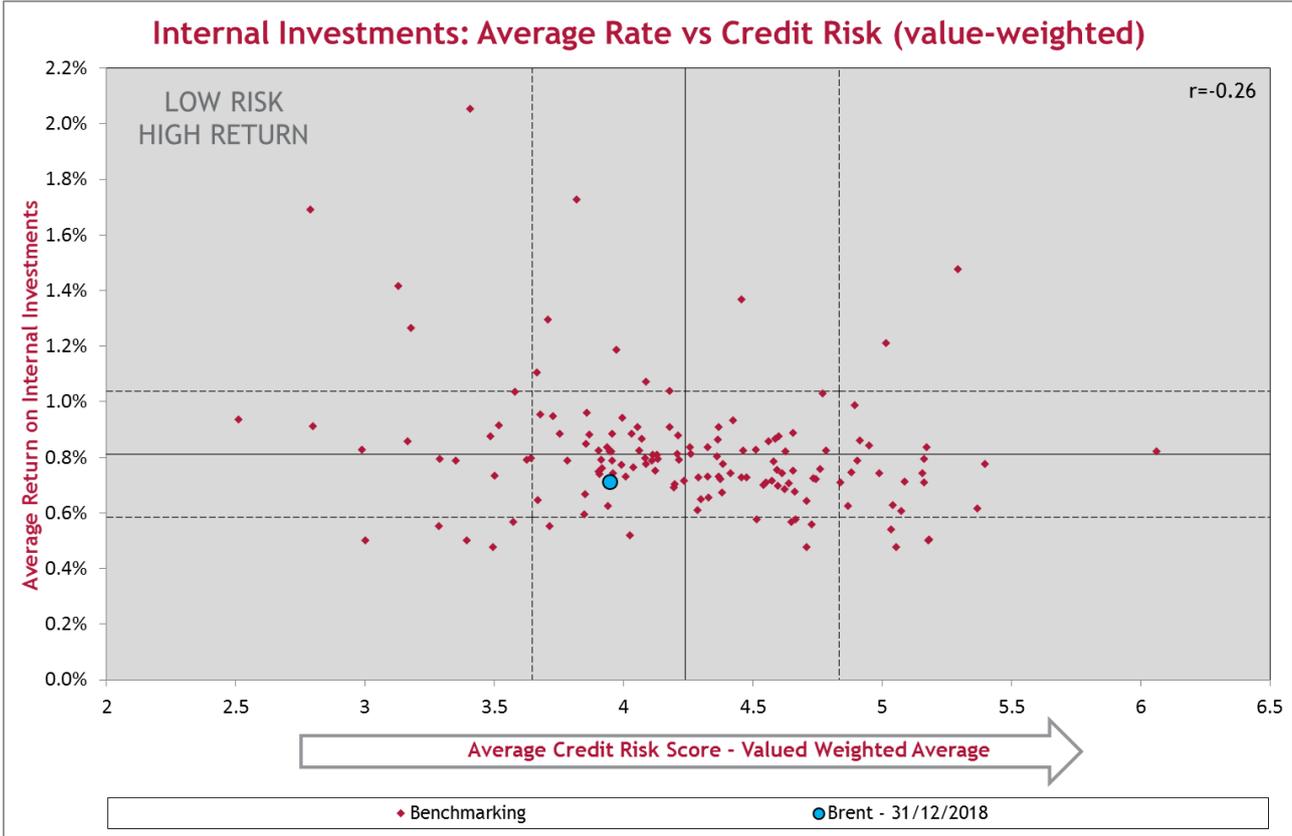
PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%

PWLB Infrastructure Rate (Maturity Loans) = Gilt yield + 0.60%

Appendix B – Existing Investment & Debt Portfolio Position

	Dec-18 Actual Portfolio £m	Dec-18 Average Rate %
External borrowing:		
Public Works Loan Board	311.4	4.83%
LOBO loans from banks	70.5	4.64%
Fixed Rate Loans	15	4.27%
Total external borrowing	396.9	4.78%
Other long-term liabilities:		
Private Finance Initiative	26.5	
Finance Lease	2.6	
Total other long-term liabilities	29.1	
Total gross external debt	426.0	
Treasury investments:		
Banks & building societies (unsecured)	5.2	0.71%
Government (incl. local authorities)	70.8	
Money Market Funds	37.7	
Total treasury investments	113.7	0.71%
Net debt	312.3	

Appendix C – Internal Investments: Average Rate vs Credit Risk



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Appendix G

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Capital Strategy Report 2019/20

1.0 Introduction

1.1 This capital strategy is a new report for 2019/20, giving a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. It has been written in an accessible style to enhance members' understanding of these sometimes technical areas.

2.0 Capital Expenditure and Financing

2.1 Capital expenditure is where the Council spends money on assets, such as property, vehicles or other assets that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, for example assets costing below £5,000 are generally not capitalised and are charged to revenue in year. Details of the Council's policy on capitalisation is provided in the annual Statement of Accounts.

2.2 In 2019/20, the Council is planning capital expenditure of £257.6M as summarised below:

Table 1: Prudential Indicator: Estimates of Capital Expenditure in £ millions

£M	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget
General Fund services	91.3	209.2	177.8	166.5	72.0	47.1
Council housing (HRA)	32.4	26.8	17.0	0.0	0.0	0.0
Capital investments	38.0	21.6	4.0	10.0	10.0	12.0
TOTAL	161.6	257.6	198.7	176.5	82.0	59.1

2.3 The main General Fund capital projects include (South Kilburn Estate Regeneration £96M, Investment in council subsidiary i4B £55M, Major Repairs and maintenance of the Council's housing stock £52M, School capital improvements works £18M and investments in roads and pavements £39M. The Council also plans to incur capital expenditure on investments, which are detailed later in this report in paragraph 9.3.

2.4 The Housing Revenue Account (HRA) is a ring-fenced account which ensures that council housing does not subsidise, or is itself subsidised, by other local services. HRA capital expenditure is therefore recorded separately, and includes the building of new homes as well as expenditure and improving and maintaining council homes over the forecast period.

2.5 During the year capital sub-boards (led by Operational Directors) have developed a comprehensive list of possible areas for future additional capital investment to potentially

draw down against the pipeline budget provision. Outline bids are collated by the PMO (Programme Management Office) in conjunction with Finance who calculate the financing cost (which can be nil if the project is fully externally financed).

- 2.6 This process included the assimilation of over 100 individual capital proposals with a total value of c£1bn and a spend profile spanning 3 to 5 years. This has since been reworked and consolidated to c50 projects so that they can be considered at a more strategic level. The detailed steps taken to arrive at this point are described below, however it is worth noting that at this stage, the proposals are mostly at an early draft or outline business case form. The capital programme and capital pipeline proposals 2019/20 – report sets out the potential next steps in prioritising these proposals for incorporation into the main capital programme for 2019/20 to 2021/22 which will be presented to Council in February 2019 as part of the annual budget setting cycle.
- 2.7 Full details of the Council's capital programme, including the project appraisals undertaken can be found within the capital programme and capital pipeline proposals 2019/20 considered by Cabinet in January 2019.
- 2.8 All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows:

Table 2: Capital financing in £ millions

£M	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget
External resources	47.3	34.7	65.3	19.4	7.5	2.1
Own Resources	84.9	50.3	63.3	26.2	30.6	20.1
Debt	29.4	172.7	70.1	130.8	43.8	36.8
TOTAL	161.6	257.6	198.7	176.5	82.0	59.1

- 2.9 Excluding external grants and other resources most assets are funded from debt. (The position in 2018/19 to 2020/21 is somewhat unusual as the council has accumulated capital receipts and other reserves planned to be used to fund capital expenditure). As with any debt, it must be repaid over time, and for a local authority there is a statutory requirement to set aside “minimum revenue provision” (MRP) in each year's budget for debt repayment. Planned MRP to 2023/24 is as set out in the table below.

Table 3: Replacement of debt finance in £ millions

£M	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget
MRP	8.9	9.2	9.9	11.0	13.1	12.8
TOTAL	8.9	9.2	9.9	11.0	13.1	12.8

2.91 The Council’s full minimum revenue policy statement is presented as an Appendix to the annual Council Tax and Budget Setting Report.

2.92 The Council’s cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. The CFR is expected to increase to £855M during 2019/20, and to over £1bn, a 27% increase on the 2018/19 figure, by 2023/24. Based on the above figures for expenditure and financing, the Council’s estimated CFR is as follows:

Table 4: Prudential Indicator: Estimates of Capital Financing Requirement in £ millions

£M	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget
Opening CFR	670.9	691.5	854.9	915.0	1,034.8	1,065.5
Capital Expenditure	161.6	257.6	198.7	176.5	82.0	59.1
External resources	(47.3)	(34.7)	(65.3)	(19.4)	(7.5)	(2.1)
Own Resources	(84.9)	(50.3)	(63.3)	(26.2)	(30.6)	(20.1)
MRP	(8.9)	(9.2)	(9.9)	(11.0)	(13.1)	(12.8)
Closing CFR	691.5	854.9	915.0	1,034.8	1,065.5	1,089.5

3.0 Asset management

3.1 To ensure that capital assets continue to be of long-term use, the Council has an asset management strategy in place. The Property and Asset Strategy 2015-19 was approved by cabinet on 1 June 2015.

4.0 Asset disposals

4.1 When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. The Council is currently also permitted to spend capital receipts on service transformation projects until 2021/22. Repayments of capital grants, loans and investments also generate capital receipts. The Council plans to receive £25M of capital receipts in the coming financial year as follows:

Table 5: Capital receipts in £ millions

£M	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget
Asset Sales	18.4	3.9	12.5	17.7	27.1	16.6
Loans Repaid	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL	18.4	3.9	12.5	17.7	27.1	16.6

5.0 Treasury Management

5.1 Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council’s spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.

5.2 Due to decisions taken in the past, the Council currently has £396M borrowing at an average interest rate of 4.83% and £130M treasury investments at an average rate of 0.8%.

6.0 Borrowing strategy

6.1 The Council’s main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheap short-term loans (currently available at around 0.75%) and long-term fixed rate loans where the future cost is known but higher (currently 2.0 to 3.0%).

6.2 Projected levels of the Council’s total outstanding debt (which comprises borrowing, PFI liabilities and leases) are shown below, compared with the capital financing requirement (see above).

Table 6: Prudential Indicator: Gross Debt and the Capital Financing Requirement in £ millions

£M	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget
Debt (incl. PFI & leases)	396.0	355.0	331.0	316.0	305.0	654.0
Capital Financing Requirement	691.5	854.9	915.0	1,034.8	1,065.5	1,089.5

6.3 Statutory guidance prescribes that debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 6, the Council expects to comply with this regulation.

7.0 Affordable borrowing limit

7.1 The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

Table 7: Prudential Indicators: Authorised limit and operational boundary for external debt in £m

£M	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget
Authorised Limit	1,100.0	1,200.0	1,200.0	1,300.0	1,400.0	1,500.0
Operational Boundary	900.0	1,000.0	1,000.0	1,100.0	1,200.0	1,300.0

7.2 Further details on borrowing are contained within the Council’s treasury management strategy.

8.0 Investment strategy

8.1 Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

8.2 The Council’s policy on treasury investments is to prioritise security and liquidity over yield and to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice.

Table 8: Treasury management investments in £millions

£M	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget
Short term investments	130.0	115.0	100.0	85.0	70.0	55.0
Long term investments	83.5	105.1	109.1	119.1	129.1	141.1

- 8.3 Further details on treasury investments are contained within the Council’s treasury management strategy.
- 8.4 Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Chief Finance Officer, who must act in line with the treasury management strategy approved by Council. Reports on treasury management activity are presented to Cabinet and Full Council, whilst the Audit & Standards Advisory Committee is responsible for scrutinising treasury management decisions.

9.0 Investments for Service Purposes

- 9.1 The Council makes investments to assist local public services, including making loans to council subsidiaries and local businesses / service providers to promote economic growth. In light of the public service objective, the Council is willing to take more risk than with treasury investments, however it still plans for such investments to break-even / generate a profit after all costs.
- 9.2 Decisions on service investments are either made by Cabinet or under delegated authority, or set down in the approved investment strategy. Most loans and shares are capital expenditure and purchases will therefore also be approved as part of the capital programme. Further details on service investments are contained within the investment strategy.
- 9.3 The proposed budget includes sums for investment in the Council’s subsidiary i4B as well as the Queen’s Park Joint Venture. Both schemes aim to alleviate affordable housing pressures.

10.0 Commercial Activities

- 10.1 The Council can invest in commercial property purely or mainly for financial gain. Total commercial investments are currently valued at £8.6M consisting of 34 individual property assets generating £0.5M PA, or a yield of 6.4%.

Table 9: Property asset types and income generated in £millions

ASSET TYPES	No. of Assets	Value £M	Income PA £M
Operational	48	165.0	0.84
Commercial	34	8.6	0.55
Community Groups	40	15.0	0.18
Education	48	280.0	0
Regeneration	35	25.0	0.12
Non HRA Housing	7	3.9	0.1
TOTAL	212	497.5	1.79

10.2 With financial return being the main objective, the Council accepts higher risk on commercial investment than with treasury investments. The principal risk exposures include voids, diminution of capital values, etc. These risks are managed by the existing risk management framework. In order that commercial investments remain proportionate to the size of the authority they are under constant review and contingency plans are in place should expected yields not materialise.

11.0 Liabilities

11.1 In addition to debt of £396M detailed above, the Council is committed to making future payments to cover its pension fund deficit (valued at £562M - March 2016).

12.0 Revenue Budget Implications

12.1 Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP payments are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

Table 10: Prudential Indicator: Proportion of financing costs to net revenue stream

£M	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget
Financing costs	13.5	14.9	17.1	21.2	24.9	32.1
Proportion of net revenue stream %	5.1%	5.6%	6.4%	7.9%	9.3%	12.0%

12.2 Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 50 years into the future. The detailed information contained within the treasury management strategy and the Budget & Council Tax Report 2019/20, as well as the prudential indicators included above demonstrates how this is prudent, affordable and sustainable.

13.0 Knowledge and Skills

13.1 The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. The Council pays for junior staff to study towards relevant professional qualifications including CIPFA, ACT (treasury) & AAT for example.

13.2 Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers. This approach can be more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

Appendix H

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Investment Strategy Report 2019/20

Introduction

1. The Authority invests its money for three broad purposes:
 - because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**),
 - to support local public services by lending to or buying shares in other organisations (**service investments**), and
 - to earn investment income (known as **commercial investments** where this is the main purpose).
2. This investment strategy is a new report for 2019/20, meeting the requirements of statutory guidance issued by the government in January 2018, and focuses on the second and third of these categories. The Council does not hold any investments principally to earn income.

Treasury Management Investments

3. The Authority typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to fluctuate between £50m and £100m during the 2019/20 financial year.
4. The contribution that these investments make to the objectives of the Authority is to support effective treasury management activities.
5. Full details of the Authority's policies and its plan for 2019/20 for treasury management investments are covered in a separate document, the treasury management strategy, available here:

<http://democracy.brent.gov.uk/ieListDocuments.aspx?CId=717&MId=4733&Ver=4>

Service Investments: Loans

6. The Council lends money to its subsidiaries, its suppliers, local businesses, local charities, housing associations, local residents and its employees] to support local public services and stimulate local economic growth.
7. For example the Council has agreed to loan its subsidiary (i4B Holdings Limited) up to £100m to complete the purchase of 300 properties to support the Councils Temporary Reform Accommodation Plan. Similarly the Council intends to contribute £3.2m of equity into a Limited Liability Partnership to bring about the comprehensive development of the Queens Park/Cullen House & Falcon P.H. site in the South Kilburn Regeneration Programme Area.
8. The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. In order to limit this risk, and ensure that total exposure to service loans remains proportionate to the size of the Authority, upper limits on the outstanding loans to each category of borrower have been set as follows:

Table 1: Loans for service purposes in £ millions

Category of borrower	31.3.2018 actual	2019/20
	Balance owing	Approved Limit
Subsidiaries	46.9	500.0
Local businesses	0.2	100.0
Local charities	0.0	100.0
Housing associations	0.0	20.0
Local residents	0.0	5.0
TOTAL	47.1	725.0

9. Accounting standards require the Authority to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the Authority's statement of accounts from 2018/19 onwards will be shown net of this loss allowance. However, the Authority makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.
10. The Authority assesses the risk of loss before entering into and whilst holding service loans by undertaking various financial checks and utilising specialists (where required) to advise on technical aspects of the investment. In addition

to this credit ratings are regularly used to determine the suitability of prospective partners.

Commercial Investments: Property

11. The Council has in the past invested in property locally to secure a financial return as well as supporting regeneration activities. Total commercial investments are currently valued at £8.6Mm consisting of 34 individual property assets generating £0.5M PA, or a yield of 6.4%. The forecast for 19/20 expects similar returns to 18/19.

Table 2: Property held for investment purposes in £ millions

Asset Types	Actual 18/19			
	No. of Assets	Gain or (losses)	Value in accounts in £m	Income PA in £m
Operational	48	3.3	165.0	0.84
Commercial	34	0.2	8.6	0.55
Community Groups	40	0.3	15.0	0.18
Education	48	5.6	280.0	0.00
Regeneration	35	0.5	25.0	0.12
Non HRA Housing	7	0.1	3.9	0.10
TOTAL	212	10.0	497.5	1.79

12. A fair value assessment of the Authority's investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment. This exercise is generally conducted annually and the results are reflected in the Council's balance sheet.
13. The Authority assesses the risk of loss before entering into and whilst holding property investments by developing an intelligent repairs and maintenance strategy to minimise unplanned reactive expenditure, improve the sustainability of the estate as a whole, maximise value, reduce running costs, and thereby risk and liability. In having a planned and proactive approach to maintenance the following priorities for investment are proposed:
- Ensuring full compliance with relevant legislation - this includes DDA, health and safety, fire regulations, legionella and asbestos;

- Ensuring the Council's contractual or legal obligations are met in respect of repairs and maintenance obligations detailed in leases or management agreements;
 - Preserving asset life - protecting heritage assets and minimising obsolescence on existing assets;
 - Income/ efficiency - investing in assets where there is a clear potential to generate income as a consequence of by improving the quality of the asset;
 - Corporate objectives - making improvements required to meet changing service demand i.e. new facilities, new fit-out, in support of community resilience; and
 - Business continuity - minimising the risk of asset failure causing unexpected interruptions to service delivery.
14. Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice, and can take a considerable period to sell in certain market conditions. To ensure that the invested funds can be accessed when they are needed, for example to repay capital borrowed, the Authority takes the steps maintains a disposals programme that forms part of the capital strategy and the MTFP.

Other categories of investment

Loan Commitments and Financial Guarantees

15. Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Authority and are included here for completeness. The Council holds does not hold any loan commitments of financial guarantees.

Capacity, skills and culture

16. The Council employs professionally qualified and experienced staff in senior positions with responsibility for making recommendations and decisions on commercial activities. The Council pays for junior staff to study towards relevant professional qualifications including CIPFA, ACT (treasury) & AAT for e.g.
17. Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers. This approach can be more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

18. Our retained advisors provide a comprehensive training and awareness programme for elected Members, including training in relation to scrutiny of the Treasury Management function and the annual Statement of Accounts. The training programme covers, Local Government Finance, Corporate Governance, The Role of the Governance / Audit Committee and capital Programme Prioritisation.
19. The Council's treasury activity (including investments and borrowing) is reported to the Audit & Standards Advisory Committee and full Council twice a year via a mid-year report as well as the full year outturn report.

Investment Indicators

20. The Authority has set the following quantitative indicators to allow elected members and the public to assess the Authority's total risk exposure as a result of its investment decisions.

Total risk exposure

21. The first indicator shows the Authority's total exposure to potential investment losses. This includes amounts the Authority is contractually committed to lend but have yet to be drawn down and guarantees the Authority has issued over third party loans.

Table 3: Total investment exposure in £millions

Total investment exposure	31.03.2018 Actual	31.03.2019 Forecast	31.03.2020 Forecast
Treasury management investments	119.8	100.0	50.0
Service investments: Loans	47.1	120.0	240.0
Commercial investments: Property	497.5	522.4	530.0
TOTAL INVESTMENTS	664.4	742.4	820.0
TOTAL EXPOSURE	664.4	742.4	820.0

How investments are funded

22. Government guidance states that these indicators should include details of how investments are funded. Since the Authority does not normally associate particular assets with particular liabilities, this guidance is difficult to comply

with. However, the following investments could be described as being funded by borrowing. The remainder of the Authority's investments are funded by usable reserves, grants and other income.

Table 4: Investments funded by borrowing in £millions

Investments funded by borrowing	31.03.2018 Actual	31.03.2019 Forecast	31.03.2020 Forecast
Service investments: Loans	47.1	120.0	240.0
Commercial investments: Property	497.5	522.4	530.0
TOTAL FUNDED BY BORROWING	544.6	642.4	770.0

Rate of return

23. This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

Table 5: Investment rate of return (net of all costs)

Investments net rate of return	2017/18 Actual	2018/19 Forecast	2019/20 Forecast
Treasury management investments	0.71%	0.72%	0.95%
Service investments: Loans	2.2%	2.2%	6.1%
Commercial investments: Property	6.5%	6.4%	6.4%

Table 6: Other investment indicators

Indicator	2017/18 Actual	2018/19 Forecast	2019/20 Forecast
Debt to net service expenditure ratio	1.55	1.50	1.34
Commercial income as a % of net service expenditure ratio	0.64%	0.68%	0.68%

Appendix I

Minimum Revenue Provision – 2019/20

- 1.1. The council is required to pay off an element of the accumulated General Fund capital spend financed by borrowing each year through a revenue charge (the Minimum Revenue Provision), although it is also allowed to undertake additional voluntary payments where it is seen to be in its best interests to do so. Regulations have been issued by the Ministry of Housing Communities and Local Government (MHCLG) which require full Council (or a delegated body) to approve an MRP policy statement in advance of financial each year.
- 1.2. In accordance with the current regulations for the calculation of MRP the following policy for non-HRA assets has been applied:
 - 1.2.1. For supported borrowing, the Council will use the asset life method (Option 3) and an ‘annuity’ approach for calculating repayments. Based on the useful economic lives of the council’s assets a single annuity has been calculated, which results in the outstanding principal being repaid over the course of one hundred years.
 - 1.2.2. For prudential borrowing, the Council will adopt Option 3, ‘the asset life method’, and an ‘annuity’ approach for calculating repayments. This option allows provision for repayment of principal to be made over the estimated life of the asset. The use of the ‘annuity’ method is akin to a mortgage where the combined sum of principal and interest are equalised over the life of the asset.
 - 1.2.3. In line with the statutory guidance MRP will be charged for finance leases at a rate equal to the writing down of the lease liability.
 - 1.2.4. MRP will include a charge equal to any capital lifecycle additions within the lease.
 - 1.2.5. Where borrowing is undertaken for the construction of new assets, MRP will only become chargeable once such assets are completed and operational.
 - 1.2.6. The Council reserve the right to charge a £nil MRP where the conditions set out in paragraph 26 of the statutory guidance have been met.
- 1.3. The asset lives which will be applied to different classes of assets are as shown in table 1, however the Council reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.

Table 1

Asset Type	Years
Vehicles and equipment	5 to 15 years
Capital repairs to roads and buildings	15 to 25 years
Purchase of buildings	30 to 40 years
New construction	40 to 60 years
Purchase of land	50 to 100 years

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Appendix J

ADVICE FROM THE DIRECTOR OF LEGAL AND HR SERVICES

1. INTRODUCTION

This appendix sets out in some detail Members' individual responsibilities to set a legal budget and how Members should approach the task. It also reminds Members about the rules concerning pecuniary and other interests.

2. WHEN THE BUDGET MUST BE SET

Under Section 31A of the Local Government Finance Act 1992, budget calculations have to be made before 11th March, but they are not invalid merely because they are made on or after 11th March. However, delay in setting the Council Tax will have very serious financial consequences. It will render the Council vulnerable to legal proceedings requiring it to set the tax. In any event, it is important that the tax is set well in advance of 1st April as no sum is payable for Council Tax until 14 days after the date of posting bills. Serious financial losses will accrue very soon from a late setting of Council Tax as income is delayed and interest is foregone.

An important feature of Council Tax is that the statutory budget calculation must be followed exactly. If not the Council Tax resolution will be invalid and void.

3. NOTICE

There is a requirement to publish notice of the amount set for Council Tax in at least one local paper within 21 days of the Council's decision under section 38(2) of the Local Government and Finance Act 1992. There is also a duty to consult with representatives of Non-Domestic Ratepayers about the proposed revenue and capital expenditure before the budget requirement is calculated under section 65 of the Local Government and Finance Act 1992.

4. MEMBERS' FIDUCIARY DUTIES

The obligation to make a lawful budget each year is shared equally by each individual Member. In discharging that obligation, Members owe a fiduciary duty to the Council Taxpayer.

The budget must not include expenditure on items which would fall outside the Council's powers. Expenditure on lawful items must be prudent, and any forecasts or assumptions such as rates of interest or inflation must themselves be rational. Power to spend money must be exercised bona fide for the purpose for which they were conferred and any ulterior motives risk a finding of illegality. In determining the Council's overall budget requirement, Members are bound to have regard to the level of Council Tax necessary to sustain it. Essentially the interests of the Council Taxpayer must be balanced against those of the various service recipients.

Within this overall framework, there is of course considerable scope for discretion within the 2018/19 financial year, especially on the part of the Cabinet. Setting a budget is not the same as deciding what expenditure will in fact be incurred. To budget for expenditure is to estimate likely expenditure and/or make financial provision for such expenditure.

However, Members will bear in mind that in making the budget commitments are being entered which will have an impact on future years. Some such commitments are susceptible to change in future years, such as staff numbers which are capable of upward or downward adjustment at any time. Other commitments however impose upon the Council future obligations which are binding and cannot be adjusted, such as loan charges to pay for capital schemes. For some specific proposals within the overall Budgetary framework, Cabinet decisions have already been made. For some other proposals, subject to relevant consultation where necessary, decisions by the Cabinet will need to be made, especially where the making of such a decision would result or would be likely to result in the permanent closure of a facility used by the public or a permanent and significant reduction in the level of services or facilities provided to the public other than where such closure or reduction in service is considered necessary by the relevant strategic director for reasons of health and safety.

In making those subsequent decisions the Cabinet will be required to consider all relevant matters including the results of any consultation and the Council's equality duties. This will include that should the Cabinet (or other decision maker) consider it appropriate, for example when being asked to make service changes to achieve a budget reduction and having taken into account all relevant facts (including but not limited to the results of any consultation and after due consideration of the Council's equalities duties) they have the option of not making the budget reductions detailed within the overall budget. They will still be required to balance the budget overall using the appropriate constitutional procedures, for example, finding the savings from elsewhere or using reserves and otherwise complying with the Council's rules on budget setting and management.

Only relevant and lawful factors may be taken into account and irrelevant factors must be ignored. A Member who votes in accordance with the decision of his or her political group but who does so after taking into account the relevant factors and professional advice will be acting within the law. Party loyalty and party policy are capable of being relevant considerations for the individual Member provided the member does not dogmatically toe the party line without considering the relevant factors and professional advice and without properly exercising any real discretion.

Under the Brent Member Code of Conduct members are required when reaching decisions to have regard to relevant advice from the Chief Finance Officer and the Monitoring Officer (the Director of Legal and HR Services). If the Council should fail to set a budget at all or fail to set a lawful budget, contrary to the advice of these two officers there may be a breach of the Code by individual members if it can be demonstrated that they have not had proper regard to the advice given.

5. ARREARS OF COUNCIL TAX AND VOTING

In accordance with section 106 of the Local Government Finance Act 1992 ("the 1992 Act"), where a payment of Council Tax that a member is liable to make has been outstanding for two months or more at the time of a meeting, the Member must disclose the fact of their arrears (though they are not required to declare the amount) and cannot vote on any of the following matters if they are the subject of consideration at a meeting:

- (a) Any decision relating to the administration or enforcement of Council Tax.

(b) Any budget calculation required by the Local Government Finance Act 1992 underlying the setting of the Council Tax.

(c) Any recommendation, resolution or other decision which might affect the making of the Annual Budget calculation.

Members should note the following points:

(i) These rules are extremely wide in scope. Virtually any Council decision which has financial implications is one which might affect the making of the budget underlying the Council Tax for next year and thus is caught. The former DoE (now MHCLG) shared this interpretation as it made clear in its letter to the AMA dated 28th May 1992.

(ii) The rules do not apply just to full Council meetings but extend to committees and sub-committees of the Council and to the Cabinet and its Highways Committee.

(iii) Members who make a declaration are not entitled to vote on the matter in question but are not prevented by the section from taking part in the discussion.

(iv) Members will have a defence under section 106 of the 1992 Act if they did not know that the section applied to them (i.e., that they were in arrears to the relevant extent) at the time of the meeting. Thus unwitting Members who for example can prove that they did not know and had no reason to suppose at the time of the meeting that their bank has failed to honour a standing order will be protected should any prosecution arise.

(v) It is not enough to state that a benefit application has been submitted which has not yet been determined, as Members remain liable to pay pending determination.

(vi) Breach of the rules is a criminal offence under section 106 of the 1992 Act which attracts a maximum fine of £1,000.

Members' attention is also be drawn to the effect of the Local Authorities (Standing Orders)(England)(Amendment) Regulations 2014 which came into effect on 25 February 2014 which is that where any vote is taken at a Council meeting on setting the budget for the authority, the Minutes of the meeting will record the names of all Councillors present at the vote and how each Councillor voted (for or against) or the fact that they abstained from voting.

6. DISCLOSABLE PECUNIARY INTERESTS

Members are reminded to consider whether they have a disclosable pecuniary interest or a personal interest in the setting of the council's budget. If a member has a relevant interest they must disclose the interest at the meeting, subject to the provisions in the Code in respect of sensitive interests. If the interest is:

- a disclosable pecuniary interest; or
- a personal interest which a member of the public knowing the facts would reasonably regard it as so significant that it is likely to prejudice their judgement of the public interest (and it affects their financial position or the financial position of a connected person (as defined in the Code) or relates to a regulatory matter affecting or likely to affect them or a connected person.

The member may not participate in the discussions or vote on the matter, although if the interest is prejudicial only, the member may remain for the purposes of making representations or asking questions.

Members should seek early advice to avoid any confusion on the night of the meeting if they consider they have a relevant interest.

Dispensations

The Council's Monitoring Officer may, on written request from a Member, grant a dispensation to relieve the applicant from the restrictions on participation and voting. Dispensation may be granted if:-

- Without the dispensation the number of persons prohibited from participating would be so great a proportion to impede the effectiveness of the meeting;
- The representation of different political groups would be affected and likely to alter the likely outcome of any voting at the meeting;
- Granting the dispensation is in the interests of persons living in the Borough;
- Every Member of the Council's Cabinet would be precluded from participating in the meeting;
- It is appropriate to grant a dispensation.

Dispensation may be granted for up to 4 years. A dispensation will mean that the Member to whom it is granted can speak and vote on a matter in which they have a relevant interest. Where the Monitoring Officer is undecided on the best response, and time is not of the essence, the decision could be passed to Standards Committee for decision and there is no Standards Committee meeting currently fixed before the budget setting meeting.

7. RESPONSIBILITIES OF CHIEF FINANCIAL OFFICER AND AUDITORS' POWERS

Chief Financial Officer and Monitoring Officer

Section 114 of the Local Government Finance Act 1988 places the Chief Financial Officer under an obligation to prepare a report (to full Council) if it appears to him that the expenditure the Authority proposes to incur in a financial year is likely to exceed its resources available to meet that expenditure. A failure to take note and act on such a report could lead to a complaint to the Standards Board. Similarly, the Council's Monitoring Officer is required to report to Full Council if it appears to her that a decision has been or is about to be taken which is or would be unlawful or would be likely to lead to maladministration.

Under section 25 of the Local Government Act 2003 the Chief Financial Officer is required to report to the authority on the robustness of the estimates made for the purposes of the calculations required to be made by the Council and the adequacy of the proposed financial reserves. These are the estimates which the Cabinet is required to determine and submit to Full Council and are contained within this report. However, if the Council were minded to agree a budget based on different estimates e.g. if Council did not agree with the estimates provided by the Cabinet then those estimates which the Council would adopt would effectively become 'the estimates' for the purpose of Section 25 and as such should be subject to a report by the Chief Financial Officer.

External Auditors' Powers

Section 91 of the Local Government Act 2000 and section 19A of the Audit Commission Act 1998 provide that an External Auditor may issue an "Advisory Notice" if he has reason to believe that an Authority is about to take a course of action which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency. This power is to be used where the matter is significant either in amount or in principle or both.

While the advisory notice has effect it is not lawful for the authority to implement or take the course of action in question unless it has considered the issues raised in the notice and given the auditor notice that it intends to proceed with that course of action in a specified period and that period has expired.

In addition, it is also open to the Auditor to apply for judicial review on any decision of an Authority or failure to act which it is reasonable to believe would have an effect on the accounts of an Authority.

8. SPECIFIC BUDGET ADVICE

Balances and Other Budget Calculations

A local authority must budget so as to give a reasonable degree of certainty as to the maintenance of its services. In particular local authorities are required by section 31A(2)(b) and (c) of the Local Government Finance Act 1992 to calculate as part of their overall budget what amounts are appropriate for contingencies and reserves. The Council faces various contingent liabilities set out in the main budget report. Furthermore the Council must ensure sufficient flexibility to avoid going into deficit at any point during the financial year. Members will need to pay careful attention to the advice of officers here. As set out previously, under section 25 of the Local Government Act 2003 the Chief Finance Officer is required to report to the authority on the adequacy of the proposed financial reserves.

In addition to advising on the robustness of the estimates as set out above, the Chief Finance Officer is also required to report on the robustness of the proposed financial reserves. The same advice applies to these as to the other calculations required to be made by the Council.

Having considered the officer's report the Council is then required to "*have regard to the report*" but it is not required to adopt the recommendations in it. However, Members must demonstrate they have acted reasonably if they do not adopt the recommendations.

Localism Act 2011

Sections 72 to 79 and Schedules 5 to 7 of the Localism Act 2011 amended the legislation regarding the calculation of council tax. Schedule 5 of the Localism Act provides for a council tax referendum to be held if an authority increases its relevant basic amount of council tax in excess of principles determined by the Secretary of State. Authorities will not be able to exceed the Secretary of State's principles without having held such a referendum. The principles applicable for 2019/20 are discussed at paragraphs 6.4 to 6.6 of the main report. 6

Alternative Proposals

If alternative proposals to those contained in this report are moved at the budget setting meeting, the Chief Finance Officer will need to consider if the estimates or proposed financial reserves contained in this report are affected and whether a further report (which may be oral) is required under section 25 of the Local Government Act 2003. If the Chief Finance Officer is unable to report on the estimates or the reserves because of the lateness of the alternative proposals then he will not be able to comply with this statutory requirement. The Act does not say what happens if this duty is not fulfilled and nor does it say whether the Council can set the budget without that advice. It follows from this then that there is no express statutory prohibition. However, the authority is at risk of a Judicial Review by an interested person, e.g. a resident, if the Council has failed to have regard to a report of the Chief Finance Officer on the estimates and reserves used for its budget calculations.

Capital Programme

The requirements of the “*Prudential Code*” established in the Local Government Act 2003 are set out in the report.

Expenditure Charged to the Housing Revenue Account

Members will be aware that the Housing Revenue Account (HRA) is by law to be maintained separately from the General Fund and there are strict rules which determine to which account any expenditure must be charged. There are only very limited areas of discretion here. Members should bear in mind that if they wished to review any current determination which affects the apportionment of charges between the General Fund and HRA, they would need to do so on the basis of an officers' report and specific legal advice. The Housing Revenue Account must be maintained in balance throughout the year and the Council is under a duty to prevent a debit balance in the Housing Revenue Account pursuant to Section 76 Local Government and Housing Act 1989.

Equalities Legislation

Section 149 of the Equality Act 2010 sets out the public sector equality duty which requires the Council, when exercising its functions to have ‘due regard’ to the need to eliminate discrimination (both direct and indirect discrimination), harassment and victimization and other conduct prohibited under the Equality Act, and to advance equality of opportunity and foster good relations between those who share a ‘protected characteristic’ and those who do not share that protected characteristic.

A ‘protected characteristic’ is defined in the Equality Act as:

- age;
- disability;
- gender reassignment;
- pregnancy and maternity;
- race; (including ethnic or national origins, colour or nationality)
- religion or belief;
- sex;
- sexual orientation.

Marriage and civil partnership are also a protected characteristic for the purposes of the duty to eliminate discrimination.

Having due regard to the need to 'advance equality of opportunity' between those who share a protected characteristic and those who do not, includes having due regard to the need to remove or minimize disadvantages suffered by them. Due regard must also be had to the need to take steps to meet the needs of such persons where those needs are different from persons who do not have that characteristic, and encourage those who have a protected characteristic to participate in public life.

Complying with the duty may involve treating some people better than others, as far as that is allowed by the discrimination law. Due regard to the need to eliminate discrimination, advance equality, and foster good relations must form an integral part of the decision making process. The Council must consider the effect that implementing a particular policy will have in relation to equality before making a decision.

There is no prescribed manner in which the equality duty must be exercised. However, the council must have an adequate evidence base for its decision making. This can be achieved by gathering details and statistics on who use the facilities. A careful consideration of this assessment is one of the key ways in which the Council can show "due regard" to the relevant matters. Where it is apparent from the analysis of the information that the proposals would have an adverse effect on equality then adjustments should be made to avoid that effect (mitigation).

The duty is not to achieve the objectives or take the steps set out in s.149. Rather, the duty on public authorities is to bring these important objectives relating to discrimination into consideration when carrying out its functions. "Due regard" means the regard that is appropriate in all the particular circumstances in which the authority is carrying out its functions.

There must be a proper regard for the goals set out in s.149. At the same time, the council must also pay regard to any countervailing factors, which it is proper and reasonable for them to consider. Budgetary pressures, economics and practical factors will often be important. The weight of these countervailing factors in the decision making process is a matter for the Council.

The equality and diversity implications of budget proposals are considered at all stages of the budget process, from the development of the initial budget strategy, through consideration of individual growth and savings proposals, to the production of service development plans. The processes in place are therefore aimed at ensuring that the budget proposals in this report do not discriminate against communities or individuals because of age, ethnicity, gender, disability, religion, or sexual orientation, and support the council in meeting its other duties to promote equal opportunities and good race relations.

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Appendix K(i)

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	18/19 CHARGE	19/20 PROPOSED CHARGE
COMMUNITY WELLBEING	Housing Needs			
COMMUNITY WELLBEING	Housing Needs	Furniture Storage and Removals	£28 per container, up to a maximum of £56; Non Working	£28 per container, up to a maximum of £56; Non Working
COMMUNITY WELLBEING	Private Housing Services			
COMMUNITY WELLBEING	Private Housing Services	Houses in Multiple Occupation Mandatory licences	840.00	840.00
COMMUNITY WELLBEING	Private Housing Services	Houses in Multiple Occupation Additional licences	840.00	840.00
COMMUNITY WELLBEING	Private Housing Services	Other Houses Selective licences	540.00	540.00
COMMUNITY WELLBEING	Private Housing Services	Admin charge for Work in Default	100.00	100.00
COMMUNITY WELLBEING	Private Housing Services	Notices	330.00	330.00
COMMUNITY WELLBEING	Private Housing Services	Specifications for Empty Property Grant	550.00	550.00
COMMUNITY WELLBEING	Private Housing Services	DFG and SWG Agency Service	16.5% of cost of works or minimum of £66	16.5% of cost of works or minimum of £66
COMMUNITY WELLBEING	Libraries			
COMMUNITY WELLBEING	Libraries	Reservations - If an item is not on the catalogue and has to be ordered	3.00	3.00
COMMUNITY WELLBEING	Libraries	Audio Visual loans	2.00	2.00
COMMUNITY WELLBEING	Libraries	Overdue charges on items returned late	0.30	0.30
COMMUNITY WELLBEING	Libraries	Printing and photocopying charges	0.20	0.20
COMMUNITY WELLBEING	Libraries	Reserved book from the British Library	10.00	10.00
COMMUNITY WELLBEING	The Library at Willesden Green	Education Room - per hour commercial hire charges	30.00	30.00
COMMUNITY WELLBEING	The Library at Willesden Green	Performance Space- per hour commercial hire charges	50.00	50.00
COMMUNITY WELLBEING	The Library at Willesden Green	Reading Room- per hour commercial hire charges	30.00	30.00
COMMUNITY WELLBEING	The Library at Willesden Green	Education Room - per hour coessionary hire charges	18.00	18.00
COMMUNITY WELLBEING	The Library at Willesden Green	Performance Space- per hour concessionary hire charges	25.00	25.00
COMMUNITY WELLBEING	The Library at Willesden Green	Reading Room- per hour concessionary hire charges	18.00	18.00
COMMUNITY WELLBEING	Culture, Sports and Recreation			
COMMUNITY WELLBEING	Sports	B.Active card (Resident standard card)	41.00	41.00
COMMUNITY WELLBEING	Sports	B.Active card (Non resident standard card)	72.00	72.00
COMMUNITY WELLBEING	Sports	B.Active card (60+ or disabled resident Concession)	6.75	6.75
COMMUNITY WELLBEING	Sports	B.Active card (Resident Concession - 6 months)	3.50	3.50
COMMUNITY WELLBEING	Culture, Sports and Recreation	Sports Hall Hire - Peak	59.45	60.00
COMMUNITY WELLBEING	Bridge Park Sports Centre	Sports Hall Hire - Juniors Peak	44.60	45.00
COMMUNITY WELLBEING	Bridge Park Sports Centre	Sports Hall Hire - Off Peak	35.60	36.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	18/19 CHARGE	19/20 PROPOSED CHARGE
COMMUNITY WELLBEING	Bridge Park Sports Centre	Sports Hall Hire - Juniors Off Peak	26.70	27.00
COMMUNITY WELLBEING	Culture, Sports and Recreation	Dance Studio Peak	40.00	40.00
COMMUNITY WELLBEING	Bridge Park Sports Centre	Dance Studio - Off Peak	24.00	24.00
COMMUNITY WELLBEING	Culture, Sports and Recreation	Badminton Court Peak	10.75	11.00
COMMUNITY WELLBEING	Bridge Park Sports Centre	Badminton Court - Off Peak	6.45	7.00
COMMUNITY WELLBEING	Culture, Sports and Recreation	Table Tennis Peak	6.15	6.30
COMMUNITY WELLBEING	Bridge Park Sports Centre	Table Tennis - Off Peak	4.00	4.00
COMMUNITY WELLBEING	Culture, Sports and Recreation	Gym Membership	25.60	26.00
COMMUNITY WELLBEING	Culture, Sports and Recreation	Gym Membership - Joint	42.50	43.00
COMMUNITY WELLBEING	Culture, Sports and Recreation	Gym Membership - Annual	256.00	256.00
COMMUNITY WELLBEING	Bridge Park Sports Centre	Gym Membership - concessions	20.60	21.00
COMMUNITY WELLBEING	Bridge Park Sports Centre	Gym Membership - off peak use	18.60	19.00
COMMUNITY WELLBEING	Bridge Park Sports Centre	Gym Membership - corporate	24.00	24.00
COMMUNITY WELLBEING	Bridge Park Sports Centre	Gym Induction - Adults	19.50	19.50
COMMUNITY WELLBEING	Bridge Park Sports Centre	Gym Induction - Youth 14-16	6.00	6.00
COMMUNITY WELLBEING	Culture, Sports and Recreation	Gym casual use - Adults Peak	6.70	6.70
COMMUNITY WELLBEING	Bridge Park Sports Centre	Gym casual use - Adults Off Peak	4.00	4.00
COMMUNITY WELLBEING	Bridge Park Sports Centre	Gym casual use - Youth 14-16	5.10	3.10
COMMUNITY WELLBEING	Culture, Sports and Recreation	Sauna and Steam - Peak	6.70	7.00
COMMUNITY WELLBEING	Culture, Sports and Recreation	Sauna and Steam - Off Peak	5.00	5.30
COMMUNITY WELLBEING	Culture, Sports and Recreation	Parties	110.00	110.00
COMMUNITY WELLBEING	Bridge Park Sports Centre	Active Brent - (60+)	3.70	0.00
COMMUNITY WELLBEING	Bridge Park Sports Centre	Holiday Scheme	11.30	11.30
COMMUNITY WELLBEING	Bridge Park Sports Centre	Junior Crs/session	3.80	3.80
COMMUNITY WELLBEING	Culture, Sports and Recreation	Boardroom - Full Day	69.00	69.00
COMMUNITY WELLBEING	Culture, Sports and Recreation	Community Suite - Full Day	139.90	139.90
COMMUNITY WELLBEING	Culture, Sports and Recreation	Tropics Suite - Full Day	209.00	209.00
COMMUNITY WELLBEING	Culture, Sports and Recreation	Syndicate Room - Full Day	258.00	258.00
COMMUNITY WELLBEING	Culture, Sports and Recreation	Conference Room - Full Day	404.00	404.00
COMMUNITY WELLBEING	Culture, Sports and Recreation	Function Hall - Full Day	800.00	800.00
COMMUNITY WELLBEING	Culture, Sports and Recreation	Sports hall - Full Day	1,900.00	1,900.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	18/19 CHARGE	19/20 PROPOSED CHARGE
COMMUNITY WELLBEING	Culture, Sports and Recreation	Boardroom - Per Hour	12.00	12.00
COMMUNITY WELLBEING	Culture, Sports and Recreation	Community Suite - Per Hour	24.00	24.00
COMMUNITY WELLBEING	Culture, Sports and Recreation	Tropics Suite - Per Hour	35.00	35.00
COMMUNITY WELLBEING	Culture, Sports and Recreation	Syndicate Room - Per Hour	43.00	43.00
COMMUNITY WELLBEING	Culture, Sports and Recreation	Conference Room - Per Hour	68.00	68.00
COMMUNITY WELLBEING	Culture, Sports and Recreation	Function Hall - Per Hour	90.00	90.00
COMMUNITY WELLBEING	Bridge Park Room Hire	Kitchen	420.00	420.00
COMMUNITY WELLBEING	Bridge Park Room Hire	Servery	265.00	265.00
CHILDREN & YOUNG PEOPLE	Early Help			
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery)	220.00	220.00
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery)	165.00	165.00
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery)	275.00	275.00
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery)	192.50	192.50
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery)	165.00	165.00
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery)	247.50	247.50
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery)	192.50	192.50
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery)	148.50	148.50
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery)	220.00	220.00
CHILDREN & YOUNG PEOPLE	Gordon Brown OEC			
CHILDREN & YOUNG PEOPLE	Gordon Brown OEC	Residential stays for Brent Schools	156.00	156.00
CHILDREN & YOUNG PEOPLE	Gordon Brown OEC	Residential stays for non Brent Schools	172.50	172.50
CHILDREN & YOUNG PEOPLE	Gordon Brown OEC	Non-residential day visit for non Brent Schools	6.05	6.05
CHILDREN & YOUNG PEOPLE	Gordon Brown OEC	Non-residential day visit for Brent Schools	8.25	8.25
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service			
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Compliance and Governor Training Annual package	1,906.30	1,906.30
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Compliance and Governor Training Pay as you go rate (blended course rate)	121.00	121.00
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	FFT annual subscription (Primary)	181.50	181.50
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	FFT annual subscription (Secondary)	907.50	907.50
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Moderation of Teacher Assessment	567.60	567.60
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Newly Qualified Teachers - Acting as Appropriate Body for NQT Induction Standard (3 term) rate	330.00	330.00
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Brent Music Service Instrumental/vocal tuition	660.00	660.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	18/19 CHARGE	19/20 PROPOSED CHARGE
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Brent Music Service Large group tuition	743.00	743.00
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Brent Music Service Music'sCool' where class teacher remains with BMS teacher	1,584.00	1,584.00
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Brent Music Service Music'sCool' where BMS teacher provides PPA cover	2,013.00	2,013.00
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Brent Music Service Wider Opportunities	1,089.00	1,089.00
REGENERATION & ENVIRONMENT	Environmental Health			
REGENERATION & ENVIRONMENT	Environmental Health	Return of stray dog (maximum)	30.00	30.00
REGENERATION & ENVIRONMENT	Environmental Health	Dog Fouling Fixed Penalty	100.00	100.00
REGENERATION & ENVIRONMENT	Environmental Health	Works in default - Single property or shared dwellings	110.00	150.00
REGENERATION & ENVIRONMENT	Environmental Health	2nd Post Mortems - Defence cases	754.00	830.00
REGENERATION & ENVIRONMENT	Pest Control			
REGENERATION & ENVIRONMENT	Pest Control	Pest - Bedbugs (2 visits)	220.00	220.00
REGENERATION & ENVIRONMENT	Pest Control	Pest - Bedbugs 5-8 bedrooms (2 visits)	0.00	250.00
REGENERATION & ENVIRONMENT	Pest Control	Combined Rats and cockroaches	227.00	227.00
REGENERATION & ENVIRONMENT	Pest Control	Pest - Beetles, garden ants (1 visit)	99.00	99.00
REGENERATION & ENVIRONMENT	Pest Control	Pest - Cockroaches (1 visit)	139.00	139.00
REGENERATION & ENVIRONMENT	Pest Control	Pest - Fleas (2 visits)	144.00	144.00
REGENERATION & ENVIRONMENT	Pest Control	Pest - Mice (3 visits)	110.00	110.00
REGENERATION & ENVIRONMENT	Pest Control	Combined mice and cockroaches	227.00	227.00
REGENERATION & ENVIRONMENT	Pest Control	Pest - Rats (3 visits)	110.00	110.00
REGENERATION & ENVIRONMENT	Pest Control	Pest - Wasps (1 visit)	60.00	60.00
REGENERATION & ENVIRONMENT	Pest Control	Pest treatment, Pharoah Ants	220.00	220.00
REGENERATION & ENVIRONMENT	Pest Control	Pest treatment, Clothes Moths	199.00	199.00
REGENERATION & ENVIRONMENT	Pest Control	Pest treatment, Squirrels	110.00	110.00
REGENERATION & ENVIRONMENT	Pest Control	Pest treatment - appointment missed/treatment not carried out	35.00	35.00
REGENERATION & ENVIRONMENT	Pest Control	Pest Control price differential - paying by card instead of cheque	0.00	0.00
REGENERATION & ENVIRONMENT	Building Control			
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table A (newbuild housing - small domestic buildings)	990.00	990.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B (Standard Charges for extensions, loft conversions etc)	990.00	990.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table C (Standard Charges for Domestic Alteration work)	990.00	990.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table D (Charges for Other Works)	21.87	21.87
REGENERATION & ENVIRONMENT	Building Control	Demolition Notices	300.00	300.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	18/19 CHARGE	19/20 PROPOSED CHARGE
REGENERATION & ENVIRONMENT	Building Control	Dangerous Structures	22.03	22.03
REGENERATION & ENVIRONMENT	Building Control	Copy of Decision Notice	21.99	21.99
REGENERATION & ENVIRONMENT	Building Control	Copy of Section 25 PHA certificate/notice	25.00	25.00
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (house/property name change)	100.00	100.00
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (Rename of street)	500.00	500.00
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (New property 1-2 plots)	150.00	150.00
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (New property 3-5 plots)	186.00	186.00
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (New property -10 plots)	246.00	246.00
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (New property 11-20 plots)	366.00	366.00
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (New property 21-50 plots)	726.00	726.00
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (New property 51-100 plots)	1,000.00	1,000.00
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (New property 100+ plots plots)	7.00	7.00
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (New property additional charge where this includes naming a street)	200.00	200.00
REGENERATION & ENVIRONMENT	Public Safety			
REGENERATION & ENVIRONMENT	Public Safety	Stadium Safety Certification (General/New Style)	104.00	104.00
REGENERATION & ENVIRONMENT	Public Safety	Stadium Safety Certification (Special)	104.00	104.00
REGENERATION & ENVIRONMENT	Public Safety	Revision of Safety Certificate	104.00	104.00
REGENERATION & ENVIRONMENT	Highways and Transportation			
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Failed Core Samples, Cost Neutral sample inspection	150.00	150.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Section 50 Licence Application, varies on depth	Variable	Variable
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 1+2 Roads - DfT Maximum £105	105.00	105.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 1+2 Roads - DfT Maximum £240	223.00	223.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 1+2 Roads - DfT Maximum £130	130.00	130.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 1+2 Roads - DfT Maximum £65	65.00	65.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 1+2 Roads - DfT Maximum £60	60.00	60.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 3+4 Roads - DfT Maximum £75	75.00	75.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 3+4 Roads - DfT Maximum £150	150.00	150.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 3+4 Roads - DfT Maximum £75	75.00	75.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 3+4 Roads - DfT Maximum £45	45.00	45.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 3+4 Roads - DfT Maximum £40	40.00	40.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA Section 72 Inspection of defective reinstatement	47.50	47.50

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	18/19 CHARGE	19/20 PROPOSED CHARGE
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA Section 72 Defective reinstatement reported	68.00	68.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA Section 74 charges	varies £100 - £2500 per day	varies £100 - £2500 per day
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA Major offence (discount for early pay)	500.00	500.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA Minor offence (discounted for early pay)	120.00	120.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Nonrefundable admin charge Domestic Vehicle Crossing	70.00	100.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Nonrefundable admin charge Industrial Vehicle Crossover	70.00	100.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Crossings - White Line Access Bar <6m fixed £	50.00	100.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Crossings -White Line Access Bar 6-10m	60.00	100.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Crossings - White Line Access Bar >10m	POA	POA
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Crossings - White Line Access Bar application	0.00	25.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Crossings - Mark Up on Constructing a crossing	40% Mark up	40% Mark up
REGENERATION & ENVIRONMENT	Highways and Infrastructure	TM, cost of officer resource at events	4037.33 (per event)	4037.33 (per event)
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Temporary Traffic Management Order	2,250.00	2,300.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Emergency Traffic Manag. Order s14(2)	1,150.00	1,180.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Traffic Road Order	4,500.00	4,610.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Permanent Orders	3,500.00	3,580.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Stopping Up Orders	4,000.00	4,100.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)			
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Hire of pavilion per hour	51.35	52.50
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Hire of pavilion per hour after 8pm in Winter, after 10pm in summer per hour	65.72	67.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Partial cost recovery of events in parks - Category 2	1,027.00	1,027.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Partial cost recovery of events in parks - Category 3	2,054.00	2,054.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Reinstatement (Refundable deposit)- category 3	2,567.50	2,700.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Partial cost recovery of events in parks (ticketed events) up to 300 hundred attendees	205.40	205.40
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Partial cost recovery of events in parks (ticketed events) up to 600 hundred attendees	410.80	410.80
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Reinstatement (Refundable deposit)- category 1 (+£200)	200.00	200.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Ad-hoc street parties and special events on non-traffic sensitive streets	200.00	200.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Regular special events	1,125.00	1,125.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Special events hosted by commercial groups	1,325.00	1,325.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Circus or funfair similar in size or scope to a BSAG Category 2 event (daily fee)	1,000.00	1,000.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Refundable damage deposit for a circus or funfair event similar in size or scope to a BSAG Category 2 event (whole event)	1,000.00	1,000.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	18/19 CHARGE	19/20 PROPOSED CHARGE
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Circus or funfair similar in size or scope to a BSAG Category 3 event or a circus and funfair combined (daily fee)	2,000.00	2,000.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Refundable damage deposit for a circus or funfair similar in size or scope to a BSAG Category 3 event or a circus and funfair combined (whole event)	2,000.00	2,000.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	£500 -Reinstatement (Refundable deposit)- category 2 (+500)	500.00	500.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Small Events	65.00	65.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Partial cost recovery of events in parks (ticketed events) up to 1000 hundred attendees	924.00	924.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Adult Single	79.07	81.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Adult Short Season [13 week pre booked]	926.35	945.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Adult Long Season [17 weeks pre-booked]	1,209.00	1,240.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 11-a-side Single	47.34	48.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 9-a-side Single	41.08	42.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 7-a-side Single	27.73	28.50
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 5-a-side Single	18.95	19.50
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 11-a-side Short Season [13 week pre booked]	554.58	565.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 11-a-side Long Season [17 weeks pre-booked]	726.09	740.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 9-a-side Short Season [13 week pre booked]	482.69	495.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 9-a-side Long Season [17 weeks pre-booked]	628.52	640.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 7-a-side Short Season [13 week pre booked]	325.55	335.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 7-a-side Long Season [17 weeks pre-booked]	424.15	435.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 5-a-side Short Season [13 week pre booked]	220.80	230.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 5-a-side Long Season [17 weeks pre-booked]	287.56	295.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Rugby Adult Single	86.27	88.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Rugby junior Single	50.32	51.50
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Gaelic Adult single (with changing)	104.75	107.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Gaelic Adult single (without changing)	73.43	75.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Gaelic junior single (with changing)	61.62	63.50
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Gaelic junior single (without changing)	42.10	45.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Hurling Adult single	104.70	107.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Hurling Junior single	54.90	56.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Cricket single	112.97	115.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Cricket Adult [11 week season]	1,146.13	1,170.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Cricket Junior (11 week season)	571.01	580.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	18/19 CHARGE	19/20 PROPOSED CHARGE
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Cricket junior single	66.24	68.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Artificial cricket wicket (Adults) per match	77.03	79.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Artificial cricket wicket (juniors) per match	46.22	48.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Bowls - per green	2,345.00	2,345.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Bowls - per rink per season	474.00	474.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Tennis Court - adult, per hour	6.80	7.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Tennis Court - junior, per hour	2.05	2.20
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Tennis Court - where no more than 50% of players are Adults	3.38	3.50
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Multi Use Games Areas (not including changing rooms)	17.71	18.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Netball Court - adult per hour (not including changing rooms)	30.81	32.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Netball Court - junior per hour (not including changing rooms)	20.54	22.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Adult training soccer/rugby/Gaelic/Hurling not on a pitch (per 2 hours including changing rooms, excluding floodlights)	61.62	63.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Junior training soccer/rugby/Gaelic/hurling not on a pitch (per 2 hours including changing rooms, excluding floodlights)	35.94	37.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Floodlights per hour	20.54	22.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Yoga in the park unmarked ground	16.43	17.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Unmarked ground school/sports use (Morning or afternoon - 3 hours including changing rooms)	51.35	53.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Hire of changing rooms only (during normal staffing hours)	49.30	50.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Power Driven Model Aircraft Flying Licence	41.00	42.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Late cancellation fees	25.00	26.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Bootcamp/ personal fitness sessions (per hour)	51.35	52.00
REGENERATION & ENVIRONMENT	Public Realm (Waste)			
REGENERATION & ENVIRONMENT	Public Realm (Waste)	Garden Waste Collection	60.00	60.00
REGENERATION & ENVIRONMENT	Public Realm (Waste)	Bulky Waste Collection	35.00	35.00
REGENERATION & ENVIRONMENT	Cemeteries			
REGENERATION & ENVIRONMENT	Applicable to only Brent residents - New Graves	Fees & Charges applicable to only Brent residents - New Graves		
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Person Aged 16 yrs or over (Earth) Burial Rights	2,420.00	2,662.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Interment - Person 16yrs (ADULT) + (earth)	770.00	847.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Burial rights - Baby/Child under 16 full grave space	2,420.00	2,420.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Interment - Baby/Child under 16 full grave space	275.00	275.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Burial rights - Baby/Child under 16 half grave space	1,045.00	1,045.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Interment - Baby/Child under 16 half grave space	220.00	220.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	18/19 CHARGE	19/20 PROPOSED CHARGE
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Burial rights - Path side graves (earth)	3,575.00	3,932.50
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Interment - Path side graves (Earth)	770.00	847.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Burial rights - Woodland grave for 1 interment (includes 1 tree)	2,695.00	2,964.50
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Woodland grave for (1 interment) Interment	770.00	847.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Burial rights - Woodland grave for ashes	2,695.00	2,964.50
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Woodland grave for ashes Interment	242.00	266.00
REGENERATION & ENVIRONMENT	Applicable to only Brent residents -Re-open Graves	Fees & Charges applicable to only Brent residents - Re-open Graves		
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Person Aged 16 yrs or over (Earth) Reopen	1,056.00	1,161.50
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Person 16+ Vault (reopen)	385.00	423.50
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Baby / Child under 16 years Reopen Full Grave Space	275.00	275.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Baby / Child under 16 years Reopen Half Grave Space	220.00	220.00
REGENERATION & ENVIRONMENT	Applicable to only Brent residents - Common Graves	Fees & Charges applicable to only Brent residents - Common Graves		
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Common Grave - Person aged 16 years or over (Earth)	1,100.00	1,210.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Common Grave - Child in full grave size (coffin3"6" or over)	660.00	660.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Common Grave - Baby / child	385.00	385.00
REGENERATION & ENVIRONMENT	Applicable to only Brent residents - Cremated Remains / Ashes	Fees & Charges applicable to only Brent residents - Cremated Remains / Ashes		
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Cremated Remains In New Half Grave Space Burial Rights & Internment	1,166.00	1,282.50
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Cremated Remains In existing Grave Space Interment	242.00	266.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Cremated remains in existing vault	143.00	157.00
REGENERATION & ENVIRONMENT	Applicable to only Non Brent residents - New Graves	Fees & Charges applicable to only Non Brent residents - New Graves		
REGENERATION & ENVIRONMENT	Cemetaries - Non-Residents	Burial Rights Person Aged 16 yrs or over (Earth)	3,696.00	4,065.50
REGENERATION & ENVIRONMENT	Cemetaries - Non-Residents	Interment - Person 16yrs (ADULT) + (earth)	1,127.00	1,239.50
REGENERATION & ENVIRONMENT	Cemetaries - Non-Residents	Burial Rights Baby / Child under 16 years	3,696.00	3,696.00
REGENERATION & ENVIRONMENT	Cemetaries - Non-Residents	Baby / Child under 16 years In full grave space Interment	369.00	369.00
REGENERATION & ENVIRONMENT	Cemetaries - Non-Residents	Burial rights - Baby/Child under 16 half grave space	1,265.00	1,265.00
REGENERATION & ENVIRONMENT	Cemetaries - Non-Residents	Baby / Child under 16 years In half grave space Interment	313.50	313.50
REGENERATION & ENVIRONMENT	Cemetaries - Non-Residents	Burial rights - Path side graves (earth)	5,390.00	5,929.00
REGENERATION & ENVIRONMENT	Cemetaries - Non-Residents	Interment - Path side graves (earth)	1,127.50	1,240.00
REGENERATION & ENVIRONMENT	Cemetaries - Non-Residents	Burial rights - Woodland grave for 1 interment (includes 1 tree)	3,905.00	4,295.50
REGENERATION & ENVIRONMENT	Cemetaries - Non-Residents	Burial rights - Woodland grave for ashes	3,905.00	4,295.50
REGENERATION & ENVIRONMENT	Cemetaries - Non-Residents	Interment - Woodland grave for ashes	363.00	399.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	18/19 CHARGE	19/20 PROPOSED CHARGE
REGENERATION & ENVIRONMENT	Applicable to Non Brent residents - Re-open Graves	Fees & Charges applicable to Non Brent residents - Re-open Graves		
REGENERATION & ENVIRONMENT	Cemetaries - Non-Residents	Person Aged 16 yrs or over (Earth) Reopen	1,127.50	1,240.00
REGENERATION & ENVIRONMENT	Cemetaries - Non-Residents	Baby / Child under 16 years Reopen Full Grave Space	275.00	275.00
REGENERATION & ENVIRONMENT	Cemeteries - Non Residents	Baby / Child under 16 years Reopen Half Grave Space	220.00	220.00
REGENERATION & ENVIRONMENT	Applicable to Non Brent residents - Common Graves	Fees & Charges applicable to Non Brent residents - Common Graves		
REGENERATION & ENVIRONMENT	Cemeteries - Non Residents	Interment - Person 16yrs + (earth)	1,606.00	1,766.50
REGENERATION & ENVIRONMENT	Cemeteries - Non Residents	Interment - Baby/Child under 16 full grave space	1,001.00	1,001.00
REGENERATION & ENVIRONMENT	Cemeteries - Non Residents	Common Grave Baby / child	506.00	506.00
REGENERATION & ENVIRONMENT	Applicable to Non Brent residents - Cremated Remains / Ashes	Fees & Charges applicable to Non Brent residents - Cremated Remains / Ashes		
REGENERATION & ENVIRONMENT	Cemeteries - Non Residents	Burial rights - Cremated Remains In new half grave space	1,798.50	1,978.00
REGENERATION & ENVIRONMENT	Cemeteries - Non Residents	Interment - Cremated Remains In new half & existing grave space	429.00	472.00
REGENERATION & ENVIRONMENT	Cemeteries - Non Residents	Cremated remains in existing vault	143.00	157.00
REGENERATION & ENVIRONMENT	Applicable for both Brent residents & non residents	Additional Charges for both Brent residents & non residents		
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Coffin/casket 7' long or 28" wide in earth grave	451.00	496.00
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Coffin/casket 7' long or 30+" wide in earth grave	594.00	653.50
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Earth Grave for 3 where applicable	599.50	659.50
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Shroud timbers & slats	143.00	157.00
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Grave surround	49.50	54.50
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Transfer burial rights	88.00	97.00
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Burial Register search fee	33.00	36.00
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Chapel hire	82.50	91.00
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Saturday burials at Alperton, Paddington and Willesden	660.00	726.00
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Cancellation of an interment or late arrival of funeral cortege of more than 20 mins	275.00	302.50
REGENERATION & ENVIRONMENT	Cemetaries - Memorial Permits	Memorial [full with Landing]	324.50	357.00
REGENERATION & ENVIRONMENT	Cemetaries - Memorial Permits	Headstone / plaque	275.00	302.50
REGENERATION & ENVIRONMENT	Cemetaries - Memorial Permits	Inscriptions / works	99.00	109.00
REGENERATION & ENVIRONMENT	Cemetaries - Memorial Permits	Memorial removal for interment	154.00	169.50
REGENERATION & ENVIRONMENT	Cemetaries - Memorial Permits	Memorial replacement after interment	154.00	169.50
REGENERATION & ENVIRONMENT	Cemetaries - Memorial Permits	Memorial raise and level (full memorials)	60.50	66.50
REGENERATION & ENVIRONMENT	Cemetaries - Memorial Permits	Memorial raise and level (plaques)	41.80	46.00
REGENERATION & ENVIRONMENT	Cemetaries - Memorial Permits	Tree Plaque at Carpenders Park (inc. VAT) (Single)	220.00	242.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	18/19 CHARGE	19/20 PROPOSED CHARGE
REGENERATION & ENVIRONMENT	Cemetaries - Memorial Permits	Tree Plaque at Carpenders Park (inc. VAT) (Double)	297.00	326.50
REGENERATION & ENVIRONMENT	Cemetaries - Memorial Permits	Bench with plaque on to existing landing (inc. VAT)	1,210.00	1,331.00
REGENERATION & ENVIRONMENT	Cemetaries - Memorial Permits	Bench Plaques only at Carpenders Park (inc. VAT - 5 years)	143.00	157.00
REGENERATION & ENVIRONMENT	Cemetaries - Memorial Permits	Concrete based bench with plaque (inc. VAT not at Carpenders Park)	1,320.00	1,452.00
REGENERATION & ENVIRONMENT	Allotments			
REGENERATION & ENVIRONMENT	Allotments	Allotment type site 126m2 (5 pole)	85.75	90.00
REGENERATION & ENVIRONMENT	Allotments	Allotment cost per pole	17.15	18.40
REGENERATION & ENVIRONMENT	Planning			
REGENERATION & ENVIRONMENT	Planning	Correspondence Service L 1 (Householder & Small Business)	220.00	220.00
REGENERATION & ENVIRONMENT	Planning	Correspondence Service L2 (up to 4 residential units/400m2 floorspace)	550.00	550.00
REGENERATION & ENVIRONMENT	Planning	Meeting Service L 1 (householder & small business)	330.00	330.00
REGENERATION & ENVIRONMENT	Planning	Meeting Service L 1 + optional Site Visit Service (householder & small business)	520.50	520.50
REGENERATION & ENVIRONMENT	Planning	Meeting Service L 2 (up to 4 residential units or up to 499m2 of floorspace)	880.00	880.00
REGENERATION & ENVIRONMENT	Planning	Meeting Service L3 (5 to 9 residential units or 500 to 999m2 of floorspace)	1,650.00	1,650.00
REGENERATION & ENVIRONMENT	Planning	Meeting Service L4 (more than 10 residential units or more than 1,000m2 of floorspace)	4,400.00	4,400.00
REGENERATION & ENVIRONMENT	Planning	Initiation, programming, 1st review (up to 149 units or 2,500m2))	9,000.00	9,000.00
REGENERATION & ENVIRONMENT	Planning	Initiation, programming, 1st review (150 plus units or over 2,500m2)	12,000.00	12,000.00
REGENERATION & ENVIRONMENT	Planning	Strategic Meeting (up to 149 units or 2,500m2)	4,500.00	4,500.00
REGENERATION & ENVIRONMENT	Planning	Strategic Meeting (150 plus units or 15,000m2)	6,000.00	6,000.00
REGENERATION & ENVIRONMENT	Planning	Issue Meeting	2,000.00	2,000.00
REGENERATION & ENVIRONMENT	Planning	Presentation to Planning Committee	4,000.00	4,000.00
REGENERATION & ENVIRONMENT	Planning	Planning/development briefs/ frameworks/ masterplans	8,250.00	8,250.00
REGENERATION & ENVIRONMENT	Planning	Copies of planning decision notices	16.50	16.50
REGENERATION & ENVIRONMENT	Planning	Copies of archived documents	16.50	16.50
REGENERATION & ENVIRONMENT	Planning	Confirmation of compliance with clauses in a S106	500.00	500.00
REGENERATION & ENVIRONMENT	Planning	S106 Legal Fee (per hour)	200.00	200.00
REGENERATION & ENVIRONMENT	Planning	S106 Planning Negotiation Fee - Simple (1-3 obligations)	825.00	825.00
REGENERATION & ENVIRONMENT	Planning	S106 Planning Negotiation Fee - Moderate (4-7 obligations)	1,400.00	1,400.00
REGENERATION & ENVIRONMENT	Planning	S106 Planning Negotiation Fee - Complex (8+ obligations / review mechanisms)	1,925.00	1,925.00
REGENERATION & ENVIRONMENT	Planning	S106 Planning Negotiation Fee - Simple Deed of Variation	410.00	410.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - General - Initial for Simple Agreement	440.00	440.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	18/19 CHARGE	19/20 PROPOSED CHARGE
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - General - Initial for Moderate Agreement	495.00	495.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - General - Initial for Complex Agreement	550.00	550.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - General - Standard Simple Obligation	110.00	110.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - General - Standard Moderate Obligation	330.00	330.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - General - Standard Complex Obligation	575.00	575.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Affordable Housing	575.00	575.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Viability Review	1,000.00	1,000.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Sustainability	715.00	715.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Energy	715.00	715.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Sustainability and Energy	1,430.00	1,430.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Highway Works (No Verification)	330.00	330.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Travel Plan	1,430.00	1,430.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Car Club (Off Site)	715.00	715.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Permit Fee (No Approval)	110.00	110.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Permit Free (Approval)	330.00	330.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Training and Employment	715.00	715.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Community Access Plan	575.00	575.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Notices	55.00	55.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Financial Contributions	165.00	165.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Considerate Constructors Scheme	110.00	110.00
REGENERATION & ENVIRONMENT	Brent Start			
REGENERATION & ENVIRONMENT	Brent Start	Learning and skills - Accredited courses	3.30	3.30
REGENERATION & ENVIRONMENT	Brent Start	Learning and skills - Accredited courses, concessions	0.00	0.00
REGENERATION & ENVIRONMENT	Brent Start	Learning and Skills - Family learning	0.00	0.00
REGENERATION & ENVIRONMENT	Brent Start	Learning and Skills - Personal and community development learning	4.40	4.60
REGENERATION & ENVIRONMENT	Brent Start	Learning and Skills - Personal and community development learning - concessions (A)	2.20	2.30
REGENERATION & ENVIRONMENT	Brent Start	Learning and Skills - Personal and community development learning - concessions (B)	1.10	1.15
REGENERATION & ENVIRONMENT	Brent Start	Learning and Skills - targeted community development courses	3.20	3.35
REGENERATION & ENVIRONMENT	Brent Start	Learning and Skills - targeted community development courses - concessions (A)	1.60	1.70
REGENERATION & ENVIRONMENT	Brent Start	Learning and Skills - targeted community development courses - concessions (B)	0.00	0.00
REGENERATION & ENVIRONMENT	Brent Start	Full cost recovery courses	15.00	16.50

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	18/19 CHARGE	19/20 PROPOSED CHARGE
REGENERATION & ENVIRONMENT	Brent Start	Room hire	25.00	25.00
REGENERATION & ENVIRONMENT	Food and Health & Safety			
REGENERATION & ENVIRONMENT	Food and Health & Safety	Cadaver certificate (3 working days' notice)	63.80	67.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Cadaver certificate (urgent next day service)	124.30	131.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Food Export Health Certificates (3 working days)	65.00	68.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Food Export Health Certificates (urgent next day service)	125.00	131.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Food destruction certificate	242.00	254.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Freezer breakdown certificate	242.00	254.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Pool water analysis single pool	220.00	242.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Pool water analysis double pool	412.50	412.50
REGENERATION & ENVIRONMENT	Food and Health & Safety	Schools Legionella Water Sampling	1,585.00	1,585.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Schools Drinking Water Sampling	530.00	530.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Food Hygiene Rating Scheme (FHRS) rating re-assessment	286.00	300.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Special treatments exhibition including any treatment from categories B, C or D	£1,300 plus £95 per company administering	£1,365 plus £95 per company administering
REGENERATION & ENVIRONMENT	Food and Health & Safety	Special treatments - lasers (Cat A)	825.00	866.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Special treatments - massage, acupuncture, tattooing etc (cat B)	670.00	704.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Special treatments - beauty treatments, etc (Cat C)	400.00	420.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Special treatments - manicure, nose and ear piercing, etc (Cat D)	220.00	231.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Special treatments - licence variation including addition or change of therapist	115.00	121.00
REGENERATION & ENVIRONMENT	Licensing			
REGENERATION & ENVIRONMENT	Licensing	Animal Boarding Establishment Licence	275.00	275.00
REGENERATION & ENVIRONMENT	Licensing	Breeding of Dogs Licence	297.00	297.00
REGENERATION & ENVIRONMENT	Licensing	Leaflet distribution (application)	198.00	198.00
REGENERATION & ENVIRONMENT	Licensing	Occasional sales except educational establishments (application)	197.00	197.00
REGENERATION & ENVIRONMENT	Licensing	Performing Animals Registration	275.00	275.00
REGENERATION & ENVIRONMENT	Licensing	Pet Animals (Pet Shop Licence)	200.00	200.00
REGENERATION & ENVIRONMENT	Licensing	Poisons Act Licence	50.00	50.00
REGENERATION & ENVIRONMENT	Licensing	Sex establishments	360.00	360.00
REGENERATION & ENVIRONMENT	Licensing	Street trading (new application)	81.50	81.50
REGENERATION & ENVIRONMENT	Licensing	Street trading (daily fee)	3.00	3.00
REGENERATION & ENVIRONMENT	Licensing	Street trading (variation)	55.00	55.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	18/19 CHARGE	19/20 PROPOSED CHARGE
REGENERATION & ENVIRONMENT	Licensing	Licensing Surgeries (to help small businesses)	165.00	165.00
REGENERATION & ENVIRONMENT	Licensing	Rejected searches	30.00	30.00
REGENERATION & ENVIRONMENT	Land Charges			
REGENERATION & ENVIRONMENT	Land charges	Full Official Search (LLC1 and CON29 2016)	280.00	280.00
REGENERATION & ENVIRONMENT	Land charges	Full Official Search and each additional Parcel	50.00	50.00
REGENERATION & ENVIRONMENT	Land charges	LLC1	80.00	80.00
REGENERATION & ENVIRONMENT	Land charges	LLC1 Additional Parcel	25.00	25.00
REGENERATION & ENVIRONMENT	Land charges	CON 29 - 2016	200.00	200.00
REGENERATION & ENVIRONMENT	Land charges	Con 29 - 2016 each additional Parcel	30.00	30.00
REGENERATION & ENVIRONMENT	Land charges	CON 29O requested each question submitted with LLC1 and CON 29 - 2016 forms	30.00	30.00
REGENERATION & ENVIRONMENT	Land charges	CON 29 O each question requested separately	40.00	40.00
REGENERATION & ENVIRONMENT	Land charges	Copy Search of replies	40.00	40.00
REGENERATION & ENVIRONMENT	Land charges	CON29 O requested separately for each additional parcel	30.00	30.00
REGENERATION & ENVIRONMENT	Land charges - EIR	CON29 2016 Individual first question	25.00	25.00
REGENERATION & ENVIRONMENT	Land charges - EIR	CON29 2016 Individual each additional question	3.00	3.00
REGENERATION & ENVIRONMENT	Land charges - EIR	CON29 2016 Individual All questions listed on our website under Environmental Informational Regulations details 'Local Land Charges	100.00	100.00
REGENERATION & ENVIRONMENT	Land charges - EIR	CON29 2016 Individual each additional parcel	6.00	6.00
REGENERATION & ENVIRONMENT	Land charges - EIR	Copy of replies CON29 2016 individual replies	15.00	15.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)			
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Temporary Crossing – Commercial:	500.00	550.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Crane Oversail	350.00	385.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Crane (mobile platform):	300.00	330.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Scaffold Licence Fee (0-10m)	211.00	230.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Scaffold Licence Fee (10-15m)	270.00	295.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Scaffold Licence Fee (15m+)	565.00	610.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Hoarding Licence Fee(0-10m)	211.00	230.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Hoarding Licence Fee (10-15m)	270.00	295.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Hoarding Licence Fee (15m+)	565.00	620.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Skip Licence Fee	49.50	54.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Skips (fines)	207.00	250.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Building Material licences (Residential)	150.00	160.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	18/19 CHARGE	19/20 PROPOSED CHARGE
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Builders Material Licences (Commercial)	300.00	325.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Skip Company - Annual Registration fee:	297.00	327.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Container/Portacabin licences:	300.00	330.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Admin fee for refunds processing	0.00	30.00
ENVIRONMENTAL IMPROVEMENT	Public Realm	Bulky Waste Collection	35.00	35.00
ENVIRONMENTAL IMPROVEMENT	Public Realm	Garden Waste Collection	60.00	60.00
REGENERATION & ENVIRONMENT	Trading Standards			
REGENERATION & ENVIRONMENT	Trading Standards	Registration of Premises for Auction	335.00	346.00
REGENERATION & ENVIRONMENT	Trading Standards	Primary Authority - bulk purchase	58.18	60.00
REGENERATION & ENVIRONMENT	Trading Standards	Primary Authority - pay as you go	72.77	75.00
REGENERATION & ENVIRONMENT	Trading Standards	Verification of Weights & Measures Equipment	61.32	62.70
REGENERATION & ENVIRONMENT	Trading Standards	Calibration of Weights for Business	61.32	62.70
REGENERATION & ENVIRONMENT	Trading Standards	Testing of Working Standards and Testing Equipment for other LAs	61.32	62.40
REGENERATION & ENVIRONMENT	Trading Standards	Extra Staff Member assisting with above W&M fees	36.74	40.00
REGENERATION & ENVIRONMENT	Trading Standards	Use of Safety Lab	65.00	70.00
REGENERATION & ENVIRONMENT	Trading Standards	Licence to store explosives	Various Fees from 54.00 - 500.00	Various Fees from 54.00 - 500.00
REGENERATION & ENVIRONMENT	Trading Standards	Financial Investigator	37.00	40.00
REGENERATION & ENVIRONMENT	Trading Standards	Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc) (England) Order 2014, Full Charge Penalty Notice	5,000.00	5,000.00
REGENERATION & ENVIRONMENT	Trading Standards	Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc) (England) Order 2014, Reduced Charge Penalty Notice	2,500.00	2,500.00
REGENERATION & ENVIRONMENT	Trading Standards	Penalty Charge Notice under Part 3, Chapter 3 Consumer Rights Act 2015	5,000.00	5,000.00
RESOURCES	Registration and Nationality			
RESOURCES	Registration and Nationality	Approved Premises Weddings BCC Internal Monday - Thursday Before 4pm	160.00	210.00
RESOURCES	Registration and Nationality	Approved Premises Weddings BCC internal Monday - Thursday After 4pm	400.00	425.00
RESOURCES	Registration and Nationality	Approved Premises Weddings Internal Friday Before 4pm	185.00	235.00
RESOURCES	Registration and Nationality	Approved Premises Weddings Internal Friday After 4pm	400.00	425.00
RESOURCES	Registration and Nationality	Approved Premises Weddings Internal Saturday Before 4pm	275.00	325.00
RESOURCES	Registration and Nationality	Approved Premises Weddings Internal Saturday After 4pm	450.00	475.00
RESOURCES	Registration and Nationality	Approved Premises Weddings Internal Sunday Before 1pm	350.00	400.00
RESOURCES	Registration and Nationality	Approved Premises Weddings Internal Sunday After 4pm	500.00	525.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	18/19 CHARGE	19/20 PROPOSED CHARGE
RESOURCES	Registration and Nationality	Approved Premises Weddings Internal & External Venues Bank Holidays Exc Christmas and Easter weekends	700.00	700.00
RESOURCES	Registration and Nationality	Approved Premises Weddings Internal & External Venues Christmas and Easter bank holidays	N/A	1,000.00
RESOURCES	Registration and Nationality	Approved Premises Weddings Internal Venue 7:00am to 9:00am & 7:00pm to 9:00pm	N/A	700.00
RESOURCES	Registration and Nationality	Approved Premises Weddings External Venues 7:00am to 9:00am & 7:00pm to 9:00pm	1,000.00	1,000.00
RESOURCES	Registration and Nationality	Approved Premises Weddings external Monday - Friday Before 4pm	325.00	400.00
RESOURCES	Registration and Nationality	Approved Premises Weddings external Monday - Friday After 4pm	400.00	450.00
RESOURCES	Registration and Nationality	Approved Premises Weddings external Saturday Before 4pm	400.00	450.00
RESOURCES	Registration and Nationality	Approved Premises Weddings external Saturday After 4pm	500.00	550.00
RESOURCES	Registration and Nationality	Approved Premises Weddings external Sunday Before 4pm	450.00	500.00
RESOURCES	Registration and Nationality	Approved Premises Weddings external Sunday After 4pm	600.00	650.00
RESOURCES	Registration and Nationality	Private Ceremonies (M- F)	120.00	125.00
RESOURCES	Registration and Nationality	Citizenship Private Ceremony-weekend	160.00	170.00
RESOURCES	Registration and Nationality	EEA Passport check PR & QP Mon - Fri	25.00	25.00
RESOURCES	Registration and Nationality	EEA Passport check PR & QP Sat	30.00	30.00
RESOURCES	Registration and Nationality	EEA Passport check PR & QP Sun	40.00	40.00
RESOURCES	Registration and Nationality	EEA Passport check postal charge 5KG to 10 KG	27.00	27.00
RESOURCES	Registration and Nationality	EEA Passport check Postal charge 10KG above	42.00	42.00
RESOURCES	Registration and Nationality	Change of date	45.00	45.00
RESOURCES	Registration and Nationality	Admin charge priority certificates	10.00	35.00
RESOURCES	Registration and Nationality	Assisted Digital Service	N/A	200.00
RESOURCES	Registration and Nationality	European Pre Settlement Scheme	N/A	£14-£20
RESOURCES	Registration and Nationality	Priority Fee for Appointments	N/A	20.00
RESOURCES	Conference and Events			
RESOURCES	Conference and Events	The Grand Hall 10 hours hire package (Monday to Sunday)	5,750.00	5,900.00
RESOURCES	Conference and Events	The Grand Hall 12 hours hire package (Saturday and Sunday only)	7,900.00	8,100.00
RESOURCES	Conference and Events	The Grand Hall 18 hours hire package (Saturday and Sunday only)	9,500.00	9,800.00
RESOURCES	Conference and Events	The Grand Hall additional set up or de-rig hire (per hour)	250.00	260.00
RESOURCES	Conference and Events	The Grand Hall bank holiday surcharge fee	1,000.00	1,030.00
RESOURCES	Conference and Events	Conference Hall (per hour, min 3 hours required)	250.00	260.00
RESOURCES	Conference and Events	Conference Hall additional set up or de-rig hire (per hour)	150.00	150.00
RESOURCES	Conference and Events	The Bridge (available only with the Grand Hall) Page 410	450.00	460.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	18/19 CHARGE	19/20 PROPOSED CHARGE
RESOURCES	Conference and Events	Garden hire, min 3 hours (per hour)	200.00	210.00
RESOURCES	Conference and Events	One Board Room (per hour)	40.00	41.00
RESOURCES	Conference and Events	Two Board Rooms together (per hour)	60.00	62.00
RESOURCES	Conference and Events	Three Board Rooms together (per hour)	80.00	82.00
RESOURCES	Conference and Events	Four Board Rooms together (per hour)	100.00	103.00
RESOURCES	Conference and Events	Foyer stall hire (4 hours, one extra hour allowed for set and one hour for clearing)	100.00	103.00
RESOURCES	Conference and Events	Foyer stall hire (8 hours, one extra hour allowed for set and one hour for clearing)	150.00	155.00
RESOURCES	Conference and Events	Day Delegate Rate (with sandwich lunch and 3 servings of tea and coffee) per person, min numbers apply	45.83	47.00
RESOURCES	Conference and Events	Day Delegate Rate (with finger buffet lunch and 3 servings of tea and coffee) per person, min numbers apply	54.16	56.00
RESOURCES	Conference and Events	Charitable discount. A discount of 20% - 50% on Conference Hall and Board Rooms hire are available for charitable purpose events that are closely aligned to the Council's Borough Plan and will benefit the borough and its local residents.	50%	20% - 50%
RESOURCES	Conference and Events	Discretionary discount to attract bookings at quiet times	10%	10%

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Appendix K(ii)

Brent Council Fees and Charges Policy

1 Introduction

1.1 By using its powers to charge for goods and services and imposing fines, fixed penalties and other such financial sanctions, Brent Council is able to generate additional income to support investment in services and/or reduce the overall level of expenditure to be met by local tax payers.

1.2 The aim of this Fees and Charges Policy is to ensure that the Council makes use of all the powers available to it in order to recover the full cost of providing services. In using these powers however, the Council will wish to take care to ensure that the consequences of charging on individuals, the wider aims of the Council itself and / or organisations do not adversely impact on those who are vulnerable or in difficulties. The Policy therefore is aimed at meeting the following objectives from the Borough Plan and 2020 Vision:-

Borough Plan

Our Values: Fairness, Respect, Equality and Excellence

2020 Vision

Raising income through our assets – to support the delivery of core services

2 Background

2.1 The overriding aim of the charging policy is to maximise income generation and collection to enhance the social and economic well being of the community the council serves, whilst ensuring a fair price for all services reflecting the ability of the community to pay and the relative demand for the service. Maximisation of income, following a decision to charge, is also dependent on a charge being raised and that amount being collected, both in a timely way.

Legal Position

2.2 The majority of the Council's statutory services, Building Control being a key exception, are funded directly from the Council's other main sources of revenue, i.e. government grants and local taxation.

2.3 Income received by Brent from fees and charges is generated by both statutory and discretionary services. Where fees and charges apply to statutory services these are often set nationally, for example, some planning and licensing fees.

2.4 The remaining income generating services where the Council levies fees and charges are of a discretionary nature. Discretionary services are those that an authority has the power to provide but is not obliged to. They include services provided directly to the public in general such as leisure services as well as charges for the costs incurred by the council (such as legal costs) when entering into planning or highways agreements with specific persons.

2.5 The legal powers that the Council has to raise fees and charges are set out in the final section of this policy.

3 Managers' Guidance

Overview

3.1 The Managers' Guidance has been written to provide information to managers in Brent Council responsible for applying fees and charges to goods and services delivered. The aim is to encourage a consistent and cost effective approach to the setting of charges for services provided by:

- a. Specifying the process and frequency for reviewing existing charges for all areas of the council's work for which charges could in principle be set
- b. Providing guidance on the factors that need to be taken into consideration when charges are being reviewed
- c. Requiring more active use of market intelligence when setting charges
- d. Establishing parameters for calculating different levels of charges
- e. Recommending the criteria for applying concessions or discounted charges consistently across the council

Calculation of Fees and Charges

3.2 Fees and charges raised must be based on the full cost of the service. Charges cannot be set at a level to recover more than cost if that is all the Council has the legal power to do, but the definition of cost includes direct costs of service provision together with overhead and central costs. The cost recovery limit applies to the overwhelming majority of services which the Council can set a charge for. If, however, the Council has the legal power to do so careful consideration should be given to charging more than the full cost of the service. For example, charging could be used as a tool to manage excess demand for limited spaces on leisure centre classes. In overview there are 3 ways in which fees and charges may be set:

- a. Fees and charges prescribed by legislation, usually in a regulatory context, and varied from time to time which the person liable has an obligation to pay;
- b. Fees and charges reviewed and set by members (e.g. Individual Cabinet Members, Cabinet or Full Council) from time to time (usually annually); and
- c. Fees and charges reviewed and set by officers from time to time acting under delegated powers.

3.3 As part of the annual budget cycle each department will carry out a recalculation of existing fees and charges together with opportunities to raise additional income from new areas of charging, and present proposals for revised charges.

Approvals

3.4 In broad terms setting fees for regulatory services (i.e. licensing, planning, etc) are non-executive functions. These therefore need to be submitted to Full Council for approval. Full Council can, however, delegate this function to a committee, officer etc.

3.5 Fees and charges for discretionary services are usually executive functions and therefore need to be approved by Cabinet or Cabinet Members. Cabinet and Cabinet Members can, however delegate this function.

Concessionary Charging

3.6 The purpose of offering concessions must be to support council priorities. Generally the reasons for operating concessionary charges will fall into one of two categories: to influence the level of demand for a service or to reflect the circumstances of service users. Concessions must also be reviewed at least on an annual basis, to confirm both the level of subsidy and also their ongoing relevance.

3.7 The Finance Department will maintain a list of concessions in operation and keep under review requests for concessions to be offered. For customer / clients who cannot pay, action must be taken to ensure that there are sufficient safeguards in place to allow access to service, and that appropriate steps are taken to recognise the realistic payment capacity of vulnerable individuals.

3.8 Concessionary charges should not normally apply at times when it would result in a loss of income from customers paying the full charge, unless prior approval has been given by a senior Council officer.

3.9 No concessions will be provided to non-Brent residents.

Education related services

3.10 With regards to education related services, services and packages will be based around the academic year and not on the municipal financial year.

VAT

3.11 Managers must ensure that the correct treatment of VAT is applied to the fees and charges they are responsible for. The correct treatment should be agreed with Finance in advance of application.

Other statutory requirements

3.12 Managers must also ensure that when setting fees and charges or reporting to members they are aware of any special statutory requirements that need to be complied with. For example, before changes to some fees and charges can be implemented, there may be a statutory requirement to consult and/or publish a notice in a local newspaper.

4 Payment Methods

4.1 All collection methods and payment terms must be effective, efficient and appropriate for the service. The preferred methods of payment are those direct to the bank such as direct debits and standing orders.

4.2 Wherever practical do to so payment for services provided should be sought in advance to minimise debt recovery issues.

4.3 The full cost recovery analysis will need to factor in the cost of processing payments and that some payment methods are preferred.

5. Equality impact Assessments

5.1 Under Section 149 of the Equality Act 2010, the Council has a duty when exercising its functions to have 'due regard' to the need to eliminate discrimination and other conduct prohibited under the Act and advance equality of opportunity and foster good relations between those who share a "protected characteristic" and those who do not. This is the public sector equality duty. The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The purpose of the duty is to enquire into whether a proposed decision disproportionately affects people with a protected characteristic. In other words, the indirect discriminatory effects of a proposed decision. Due regard is the regard that is appropriate in all the circumstances.

5.2 Before the Council exercises its fees and charging powers, the impact on individuals or groups of individuals who share a protected characteristic must be carefully considered and properly factored into the decision making process using the Council's EA screening template.

5 Review of Policy

6.1 This Policy is to be reviewed a minimum of every two years to ensure consistency with wider council and departmental objectives and priorities. The next review of this policy is scheduled to take place in April 2019.

Fees and Charges - Legal Powers

Under the Localism Act 2011 there is a general power of competence which explicitly gives councils the power to do anything that an individual can do which is not prohibited by other legislation. This activity can include **charging** (i.e. to recover the costs of providing a discretionary service which the person has agreed to) or can be undertaken for a commercial purpose (i.e. to generate efficiencies, surpluses and profits) through a special purpose trading company. This is what is more commonly known as **trading**. Charging and trading activities can be aimed at benefiting the Council, the borough or its local communities.

These powers are in addition to similar powers set out in the Local Government Act 2003. The 2003 Act empowers councils to charge for any discretionary services (i.e. services councils have the *power* to provide but do not have a *duty* to provide by law) on a cost recovery basis. For example, the Council could decide to provide a new discretionary service, that is an addition to or enhancement of a statutory service, and then charge for it.

The 2011 Act power and the 2003 Act power cannot be used where charging is prohibited or where another specific charging regime applies. Statutory guidance published in 2003 outlines how costs and charges should be established and that guidance remains in force (see: '*General Power for Best Value Authorities to Charge for Discretionary Services*', ODPM, 2003). The Council must have regard to the guidance when charging for discretionary services under the 2003 Act.

In particular, the guidance contains useful advice on setting charges. It explains that for each discretionary service for which a charge is made, councils need to secure that, taking one year with another, the income from charges for that service does not exceed the costs of provision. The requirement to take one year with another recognises the practical difficulties council will face in estimating the charges. It establishes the idea of balancing the books over a period of time (not less than 1 year and no more than 3 years). Any over or under recovery that results in a surplus or deficit of income in relation to costs in one period should be addressed by the council when setting its charges for future periods so that over time income equates to costs.

The 2003 Act also enables councils to trade in activities related to their functions on a commercial basis with a view to profit through a company.

Under the Local Authorities (Goods and Services) Act 1970 councils also have powers to enter into agreements with each other and a long list of designated bodies. These activities are not limited to cost recovery and a profit can be generated from these activities.

In terms of leisure and recreational facilities, section 19 of the Local Government (Miscellaneous Provisions) Act 1976 permits councils to charge for these beyond cost recovery limitations.

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Appendix K(iii)

Fees and Charges Policy - Guidance for Managers

1) Frequency for reviewing charges

The setting of appropriate fees and charges should be an integral part of service planning and improvement. Fees and charges (which includes fines, fixed penalties and other such financial sanctions) can be varied in-year and should be reviewed regularly through the year. An annual review is the **minimum** requirement to ensure they are consistent with the Council's priorities, are fully recovering all costs and take account of service aims, market sensitivity and customer preferences.

2) Factors to consider when reviewing charges

Reviews of charges will need to consider the following factors:

- whether the particular service is applying the council's definition of full cost recovery
- competitor charges and market conditions
- inflationary pressures - charges should be increased in line with inflation unless there is a good reason why not. It is good practice to use a consistent measure of inflation across services where possible.
- trends in user demand and the forecast effect of price changes
- customer survey results
- whether it is being subsidised, and to what extent
- council wide and service budget targets
- cost structure implications arising from developments such as investments made in the service
- alternative charging structures that could be more effective
- proposals for targeted promotions during the year, and evaluation of any that took place in the previous year
- method and cost of income collection
- any bad debt provisions as appropriate
- time factors where advance bookings have been taken, notifications to customers of any change to fees must be timely and in advance
- if fees are amended regularly during the year, considerations need to be given to amending internal systems, particularly re: paid customers
- the public sector equality duty (i.e. section 149 of the Equality Act 2010)

A list of questions is provided at **Annex B** to assist service managers to review fees and charges.

3) The use of market intelligence

All managers of services for which a new charge is introduced (particularly for services that have previously been provided for free) should consult with the market and users of the service who are most likely to be affected on the range, quality and cost of the services. Where cost effective to do so, comprehensive and accurate usage statistics, commensurate to the size of the service, should be maintained for all services and at all facilities where charges are made. This will enable analysis of usage, justification of any subsidy given by the Council and

accurate forecasting of the effect of price changes on usage. This is necessary to understand the needs, behaviour and expectations of the market and its users, and their ability to pay. This information should be used in the review of charges.

All managers of services for which a charge is made should take steps to identify competitors offering similar or related services, and make use of comprehensive and dynamic market intelligence in evaluating:

- their charging policy
- the range of services provided
- the quality of services provided
- their cost structure

Benchmarking should be undertaken regularly with other councils in the local area, service providers and with relevant national groupings of authorities, to ensure that charges are at comparable levels and that significant differences are understood and justified.

4) Parameters for calculating different levels of charges

Charges should be set at a level to maximise both take-up and income targets. Wherever possible the income raised should cover the full cost of providing the service in question. If a service is unable to cover the full cost then the subsidy to the service should be fully justified in terms of achieving the Council's priorities. There are restrictions on making a profit from charging in many cases. Guidance on calculating full costs is set out in **Annex C**.

Full cost should be based on the direct cost of service provision including staff, supplies and services, equipment, premise costs including support service costs where appropriate but not capital charges – however the revenue implications of capital charges can be considered after consultation with Finance.

For certain services it will be normal entrepreneurial practice to set promotional charges, differential charging and frequent user discounts:

- Promotional charges are defined as short term charges that are targeted to increase take-up or awareness of the services that are available
- Differential charges can be used to dampen demand at peak times and increase revenue from spare capacity
- Frequent user discounts are to be used only for commercial reasons such as generating customer loyalty where alternative provision from competitors exists, and where market analysis shows a real risk of reduced income if they are not offered.

Fines/Penalties - There may be circumstances where income generation is not the only key driver for the way in which charges are set, for example, where the Council wishes to manage demand, or deter or incentivise certain behaviours such as encouraging re-cycling, discouraging trade use of civic amenity waste sites etc. In this context, however, the general principles of charging should apply and in particular that any charged activities, enforcement etc. must at least recover cost.

5) Concessions

There are two potential areas of concessions, the first type based on an individual's status, for example child, student, pensioner, disabled person plus a second level based on ability to pay linked to receipt of means-tested benefits, such as housing benefit.

Concessionary charges should not normally apply at times or in situations which would result in the loss of income from customers paying the full charge. No concessions will be provided to non-Brent residents.

Within the overall aim of minimising any social or economic barriers to the take-up of services, Managers should at all times consider ways in which a proportion of income generated from charges could be used in the interests of social inclusion. The types of mechanisms that might be made available to encourage take-up of council services by disadvantaged groups might include transport to facilities, provision of child care, additional promotional discounts to encourage use, or development activity to raise levels of aspiration. Accurate user statistics should be maintained to ensure that a subsidy being provided on social inclusion grounds is effective.

6) Parking

The level of on-street parking charges must be set for traffic management reasons, such as to ration available space and ensure that there is a rapid turnover of parking spaces, rather than to maximise revenue. Whilst it is reasonable for a Council to take due regard of estimated costs and income arising from the management of parking, it is not lawful for a local authority to use the Road Traffic Regulation Act 1984 to justify imposing charges to raise revenue. This is because section 122 of the Road Traffic Regulation Act 1984 does not include the maximisation of revenue from parking charges as one of the relevant considerations to be taken into account in securing the safe, expeditious and convenient movement of traffic.

7) Process for Reviewing Charges

The following arrangements for reviewing charges will be applied to all areas of the Council where charges for services already exist or could in principle be set:

- Reviews should be carried out in consultation with the relevant Cabinet Member.
- The Chief Executive or the relevant Strategic Director, in consultation with the relevant Cabinet Member, have the delegated power to set and vary fees and charges either annually or more frequently where this is considered necessary. For example, in order to protect usage and income in response to significant market developments. The parameters within which officers can set and vary fees are set out in **Annex A**. However, there are some fees and charges which officers cannot set or vary because it requires a decision by members. The fees and charges which have been excluded from the scope of officer delegated powers are also set out in **Annex A**.
- When introducing a new charge it will be necessary to establish the lawful basis of any charge.

Fees and Charges Charging Policy Framework

Annex A

Setting of Fees and Charges by Officers

1) Statutory Fees

These are set by Government and the Council is unable to vary the amounts to be charged. The Chief Executive or the relevant Strategic Director can implement any changes to statutory fees in accordance with the law and any changes shall be reported to Cabinet and Full Council as part of the annual budget process.

2) All other fees and charges

- i) The following fees and charges must be approved by Cabinet, the relevant Cabinet Member or Full Council (in the absence of any other delegation) before any changes are made:-
 - Parking fees
 - Garden waste fees
- ii) Other than those fees and charges set out in 2(i) above, all other fees and charges may be set or varied from time to time to reflect increases in inflation or market conditions on the following basis:-
 - a) The Chief Executive and relevant Strategic Director may impose new fees and charges, or vary current fees and charges up to +/-20% overall in any one calendar year period.
 - b) However, if the fees and charges are below £1, they can be increased by up to £1 overall in any one calendar year period.
 - c) The relevant Cabinet Member can agree any other changes to existing fees and charges which are the responsibility of the Executive.
 - d) Any new or varied fees and charges must be reported to Cabinet and Full Council as part of the annual budget process.

Annex B

The Head of Service is responsible for the target setting and performance management of income generation.

Charging Review – Questions to be considered

The following questions, based on the Audit Commission's 2008 document "*Positively Charged*", are provided to assist service managers to undertake a review of their charges.

1. What do we want to achieve including:

- How much income is being targeted for and why?
- Whose use of services does the Council wish to subsidise and by how much?
- Whose behaviour does the Council wish to influence and in what ways?
- How will charges help improve value for money, equity and access to services?

2. What's the current picture?

- What is the current charge?
- How do charges compare to similar councils and other service providers?
- How are charges structured and why?
- Are cost effective mechanisms available for paying and collecting charges?
- Are income targets being achieved?
- What is the impact, intended or unintended, of charges on local people?
- Which people are using services and which aren't?
- Which users are paying for services and which aren't?
- Are concessions being taken up by the people at whom they are targeted?
- Are the take-up of related benefits in this area being maximised?

3. What do local people think of our charges?

- Have service users and the public been consulted about the current and proposed charges plus their views on value for money of the service?

4. What are the next steps?

- What changes, if any, should be made to the level and structure of charges?
- How will the impact of charges be evaluated?
- What data will be required?
- Can the data be collected cost effectively?
- When will approach be reviewed?

Annex C

Calculation of Overheads Costs in Fees

1. Introduction

The full cost of running the organisation will not be visible to service managers who may be making commercial decisions as to the setting of fees and charges. The basis upon which the costs of delivering a service are calculated can be used to determine if charging or trading is an appropriate model for maximising income.

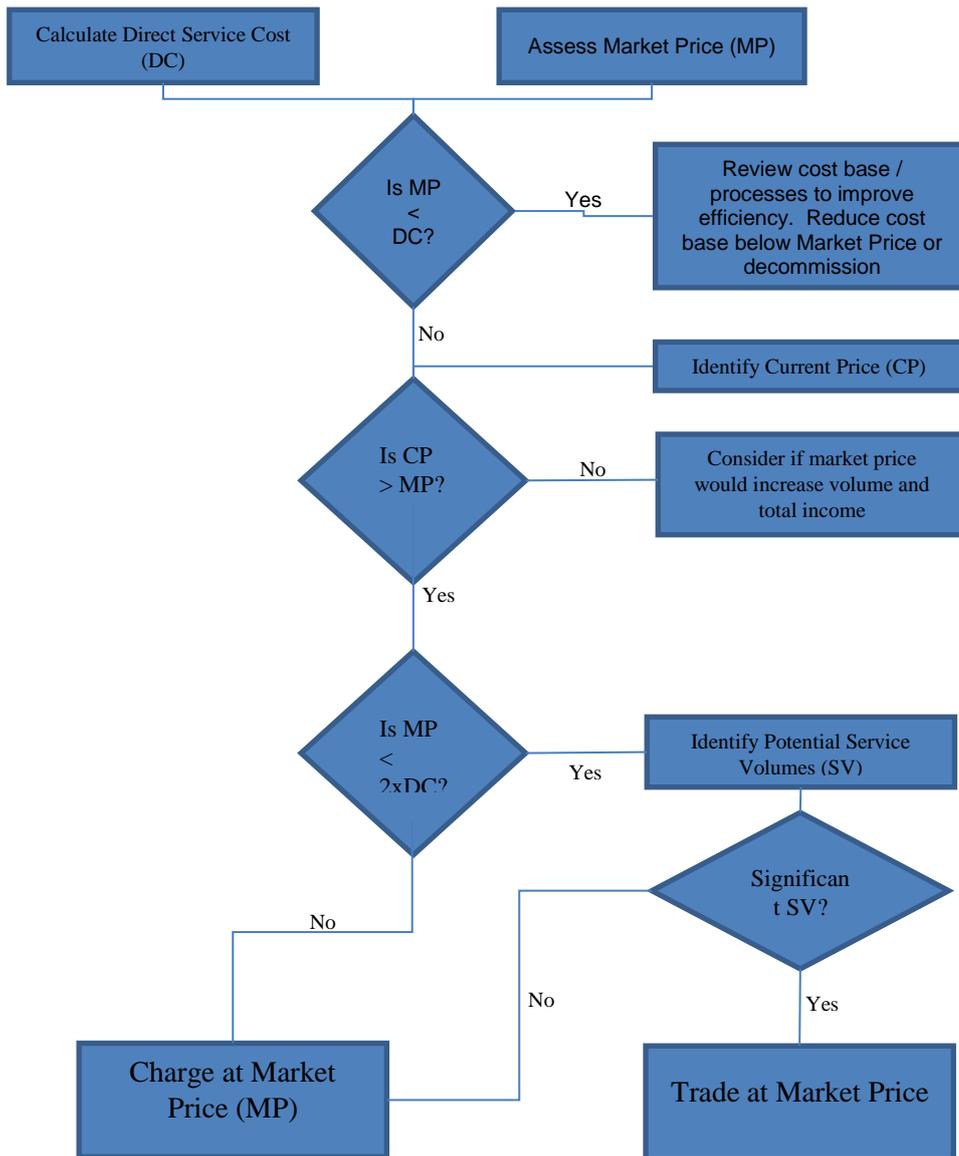
2. The difference between Charging and Trading

Charging in the context of this policy means the power to charge for a service. The limiting factor in charging for goods and services provided is that in most cases it is limited to cost recovery only. Whereas trading for services allows for fees and charges to be regulated by the market. The limiting factor for trading for services is the market price for the service and the sustainability of any company set up specifically to trade for that service.

Ultimately, the maximum price for a service is set by the market, the decision as to whether to charge or to trade in that service is determined by the cost base for delivery of that service.

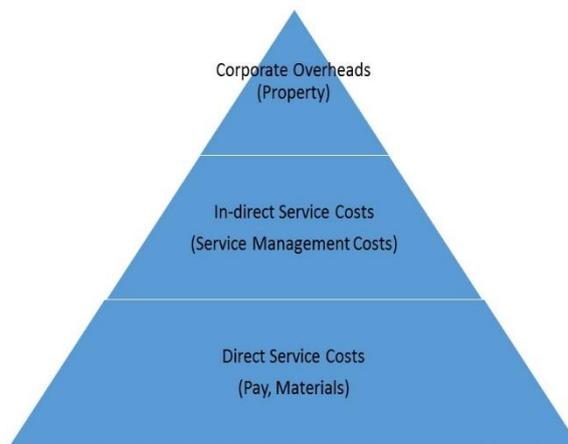
3. Trade or Charge 'Acid Test' decision matrix

The following flowchart is a simplification of the process for assessing whether charging or trading is appropriate.



4. Calculating the total cost of delivery

Calculating the costs of a service is a complex process that overlays direct costs, service overheads and corporate overheads to produce a total service unit cost.



Direct service costs

Direct service costs include pay, national insurance and pension plus any associated costs such as travel, materials, printing, stationery – any costs that the service manager has within their budgetary control. The unit of cost would be based upon the service being offered – per instance, per hour, per session and would include all of the direct service costs for providing that unit of service. Units may be combined if appropriate such as visits per week to calculate the cost of a visit.

In-direct service costs

This could include annual leave, statutory holiday and training (non-chargeable time), service management and administration & support, service specific IT etc.

Corporate overheads

Corporate overheads would include the political and management infrastructure of the Council, property and support services.

5. Applying corporate overheads

The audited accounts of the Council have been reviewed to assess the value of corporate overheads in relation to staff costs. The corporate overhead costs that may be included within the calculation of the total service unit cost is **80% of the staff cost** of service provision.

Incorporating this level of corporate overheads into a total service unit cost enables the Council to set fees and charges at as close to the market rate as possible, this maximising income from fees and charges, only considering setting up companies to trade for services where there is a compelling case to do so.

6. Recommendation

In considering which charging basis to use it is recommended that services charge the **market or benchmarked rate for fees and charges**. Where the market price is greater than double the direct cost of providing the service, a review of the actual costs of delivering the service should be undertaken and consideration as to whether trading in that service is appropriate.

Equality Analysis- Blank Form – Online EA System

Stage 1 Screening Data

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

The proposals are intended to vary levels of fees and charges across a range of council services to raise additional income to support the delivery of core services. The proposed fees and charges have been adjusted in line with Outer London Averages (2013-14). In some cases the fees have been adjusted downwards to be in line with competitors' charges. No additional net income is planned for Adult Social Care, Children's services or Education / Schools.

The work stream is part of the Council's Brent 2020 vision and is one of the projects the Council needs to take over the next five years so that it can continue to deliver priorities and support the residents of Brent.

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

The proposals will affect anyone in receipt of these services.

Any potential staff implications will be assessed separately.

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

Any increase in fees and charges, regardless of the service provided, will have a more adverse impact on those individuals and socio-economic groups who are less able to meet the cost.

3.2 Could the proposal have a disproportionate impact on some equality groups?

If you answered 'Yes' please indicate which equality characteristic(s) are impacted

Fees imposed for waste collection, for example, will have a more adverse impact on those less able to transport waste themselves due to a mobility difficulty, disability or age. Increased charges of burial services will have an impact on age and socio-economic groups. Decreased gym membership fees may have a positive impact on residents.

Most proposals require only a modest revision of fees and charges. Any proposed changes that may have a more significant impact on service users with protected characteristics, will require individual equality analyses and will be subject to separate decisions around policy and implementation.

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

No services will be removed but charges may increase / decrease to bring the Council in line with Outer London Averages (2013-14) or with competitors' charges. No additional net income is planned for Adult Social Care, Children's services or Education / Schools.

This work is intended to sustain and support the delivery of core services across the Council.

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

The proposals relate to the affordability of Council services. Any increase in fees and charges, regardless of the service provided, will have a more adverse impact on those individuals and socio-economic groups who are less able to meet the cost.

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

Yes.

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

Yes. It relates to the following equality objective: To ensure that local public services are responsive to different needs and treat users with dignity and respect.

Recommend this EA for Full Analysis?

Yes. At this stage a high level analysis has been carried out given the broad range of services involved.

4. Use the comments box below to give brief details of what further information you will need to complete a Full Equality Analysis. What information will give you a full picture of how well the proposal will work for different groups of people? How will you gather this information? Consider engagement initiatives, research and equality monitoring data.

Any proposed changes that may have a more significant impact on service users with protected characteristics, will require individual equality analyses and will be subject to separate decisions around policy and implementation.

Stage 2: Analysis

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

5.1 Age (*select all that apply*)

- Positive
- Neutral
- Negative

Please give details: Some charges may particularly impact on specific age groups (e.g. burial service charges and fees) those who are less mobile or have a disability (e.g. waste collection charges). On the whole, however, children, young people and vulnerable adults are protected from the proposed fees and charges. No additional net income is planned for Adult Social Care, Children's services or Education / Schools.

5.2 Disability (select all that apply)

- Positive
- Neutral
- Negative

Please give details:

Some charges may particularly impact on those who are less mobile or have a disability (e.g. waste collection charges). On the whole, however, children, young people and vulnerable adults are protected from the proposed fees and charges. No additional net income is planned for Adult Social Care, Children's services or Education / Schools.

5.3 Gender Identity (select all that apply)

- Positive
- Neutral
- Negative

Please give details:

5.4 Marriage and civil partnership (select all that apply)

- Positive
- Neutral
- Negative

Please give details:

5.5 Pregnancy and maternity (select all that apply)

- Positive
- Neutral
- Negative

Please give details:

Some charges may particularly impact on those who are less mobile (e.g. waste collection charges).

5.5 Race (*select all that apply*)

- Positive
- Not known
- Negative

Please give details:

Any proposed changes that may have a more significant impact on service users with protected characteristics, will require individual equality analyses and will be subject to separate decisions around policy and implementation.

5.7 Religion or belief (*select all that apply*)

- Positive
- Not known
- Negative

Please give details:

Any proposed changes that may have a more significant impact on service users with protected characteristics, will require individual equality analyses and will be subject to separate decisions around policy and implementation.

5.8 Sex (*select all that apply*)

- Positive
- Not known
- Negative

Please give details:

Any proposed changes that may have a more significant impact on service users with protected characteristics, will require individual equality analyses and will be subject to separate decisions around policy and implementation.

5.9 Sexual orientation (*select all that apply*)

- Positive
- Neutral
- Negative

Please give details:

5.10 Other (please specify): socio-economic groups

- Positive
- Neutral
- Negative

Please give details:

Any increase in fees and charges, regardless of the service provided, will have a more adverse impact on those individuals and socio-economic groups who are less able to meet the cost.

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

- Yes
- No

Any proposed changes that may have a more significant impact on service users with protected characteristics, will require individual equality analyses and will be subject to separate decisions around policy and implementation.

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

A benchmarking exercise was undertaken to establish the arrangements and charges of comparable services at neighbouring boroughs. Those areas identified as offering services that attract a fee, make a charge or impose a fine were contacted to provide a record of those charges. Potential new charges/fees were also sought. Information was also sought with respect to the level of demand for each service.

What did you find out from consultation or data analysis?

It was established that the council offers comparable services at non-comparable charges and that there were significant opportunities to adjust charges in line with those imposed by neighbouring boroughs and local competitors.

Were the participants in any engagement initiatives representative of the people who will be affected by your proposal?

The proposals are wide-ranging and cover a number of unrelated different council services.

Any proposed changes that may have a more significant impact on service users with protected characteristics, will require individual equality analyses and will be subject to separate decisions around policy and implementation.

How did your findings and the wider evidence base inform the proposal?

The proposals were informed by analysis of charges made for similar / comparable services in neighbouring boroughs.

STAGE 3: ACTION PLANNING

8. What actions will you take to enhance the potential positive impacts that you have identified?

Any proposed changes that may have a more significant impact on service users with protected characteristics, will require individual equality analyses and will be subject to separate decisions around policy and implementation.

9. What actions will you take to remove or reduce the potential negative impacts that you have identified?

Please refer to point 8 above.

10. Please explain how any remaining negative impacts can be justified?

Raising additional income is crucial for the Council so that it is able to sustain and support the delivery of core services.

Appendix L

The Budget 2019/20 2021/22

Consultation Report

Summary

The Budget 2019/20 - 2021/22 online consultation opened on 15 October 2018 and is due to close on 31 January 2019. Up to and including 10 January 2019 there were one hundred and seventy five (175) respondents.

The online consultation asked Brent residents to respond to a single question: 'We want to know what services are the most important to local people so we can make the best decisions about where to make savings. Help us decide the shape of the council's budget going forward by reading our proposal and inputting your comments about The Budget below.'

The key themes respondents felt were most important are:

- Children & young people
- Children centres and Children & families
- Youth clubs and youth facilities
- Special needs services
- Libraries,
- Leisure centres
- Adult social care
- Older peoples services
- NHS, GP's, hospitals and health
- Social services
- Crime and community safety
- Police
- Anti-social behaviour (ASB) teams
- Housing
- Environmental health
- Refuse collection
- Parking control
- Road maintenance
- Citizens Advice Bureau
- Community hubs
- Voluntary services
- Employment

The most popular theme, by some way, was in relation to refuse collection, re-cycling and fly-tipping. Over 20% of respondents to stated refuse collection, re-cycling facilities, clean streets and a clean environment around their homes was important to them.

In regards to clean streets one respondent stated:

'I believe it is important that street cleaning and improving town centres is the most important services as clean streets help to make the area much more attractive for visitors and for residents and helps to improve the reputation of the area. Moreover having clean and attractive town centres help encourage more people to shop locally instead of travelling to 2 large shopping centres or shopping online which in turn further benefits the local economy of the town and help the town to flourish.'

Other popular choices included Children Centres and services around childcare and children. Over 10% of the respondents so far are in favour of keeping Children Centres. With reference to Children Centres one respondent stated:

'Children Centres are very important to me and many others. It has been my link to gaining information and advice since my baby was born. I have made friends and shared experiences with other parents, I am a single mum and sometimes you feel so alone. The centre have been amazing I even did a course whilst my child was being looked after to understand how to introduce books to your child.'

Another respondent stated:

'I believe Brent have some of the best Children's Centres in the country, and the training and support we offer have a positive impact on the families in our Borough.'

Crime, community safety, Police and ASB Teams were another reoccurring theme. Approximately 9% of respondents have indicated Brent Council should prioritise Community Safety, Policing and try to reduce Anti-Social Behaviour.

Adult social care and services for older people and vulnerable people was high in residents list of priorities. In relation to adult social care one respondent stated:

'Help needed by disabled and vulnerable people is the most important service.'

Another respondent stated:

'The most important services in my opinion are Adult Social Care and Children's Services, but my family and I are not users of these services at present.'

On the same theme another respondent stated:

'I don't see how a further a £250k saving can be achieved from the Supporting People budget without a major impact on quality and scope of service to some of the most vulnerable people in Brent.'

Feedback so far to The Budget 2019/20 2021/22 online consultation demonstrates a wide range of views, many common viewpoints and emphasises the fact that Brent residents are concerned over what the budget cuts mean not only for them but for the wider community.



Protecting and improving the nation's health

30 January 2019

Ms Carolyn Downs
Chief Executive
London Borough of Brent
Brent Civic Centre
Engineers Way
Wembley HA9 0FJ
United Kingdom

By email: carolyn.downs@brent.gov.uk

Dear Carolyn

Draft budget proposals for 2019/20 to 2020/21

Thank you for offering Public Health England (PHE) the opportunity to comment on the London Borough of Brent's budget consultation for the period between 2019/20 and 2021/22, which was tabled at your Cabinet meeting on 15 October 2018.

We fully appreciate the financial constraints that local authorities are operating under and that the ring-fenced public health grant itself has been reduced. As such, we recognise that difficult decisions must be made so that the resources at your disposal are used to best effect. At this stage we are providing what I hope is a useful commentary to your proposed efficiencies.

You will understand that PHE's Chief Executive is the Accounting Officer for the grant and as part of the annual audit undertaken in partnership with the National Audit Office (NAO), spend is assessed against the ring fenced public health grant conditions to gain assurance that it has been spent in line with the purposes intended by Parliament. We have considered all the proposals outlined in the budget paper which we believe will impact public health outcomes and address each in turn below.

Budget Proposal 'Recommended'

There are three proposed cuts outlined in the 'recommended' budget proposal which relate to the use of the public health grant, namely CWB001, CWB002 and CWB003.

We understand that CWB001 proposes savings of £250k (£100k in 2019/20 and £150k in 2020/21) through public health re-commissioning of substance misuse services. As with previous years, the Department of Health and Social Care¹ has set conditions on the use of

¹ Department of Health and Social Care, - Public health ring-fenced grant 2019/20 circular

public health grant and state that a local authority must have regard to the need to improve the take up of, and outcomes from, its drug and alcohol misuse treatment services. We understand that the cost saving proposed above would be made via efficiencies with the plan to have no influence on patients' access to the current substance misuse services. The latest data for Brent (2017/18)² indicates improvement in successful treatment completion for those already in treatment services. However, it is also important to emphasise that there has been a gradual increase in the estimated proportion of individuals in Brent who are dependent on opiates and/or crack cocaine or alcohol but who are not in treatment³. We would like to emphasise the importance of getting more people into treatment, while maintaining successful treatment outcomes.

The proposal outlined in CW002 outlines your plans to recommission Children's Centres and Health Visiting as a single contract. We encourage innovation and see the potential of bringing these services together, whilst maintaining or improving outcomes and tackling inequalities in the Borough.

As you will be aware, Brent does perform poorly in comparison to the England average in relation to child and maternal health⁴. For example, the Borough has very high levels of childhood obesity and on average 34.6% of five-year old children in Brent⁵ have experienced tooth decay or extraction.

Poor oral health is inextricably linked to general health and wellbeing. Poor oral health can have a significant impact on the child and family. For children affected, tooth decay can lead to pain, discomfort, sepsis, sleepless nights, and time off school, which may impact school readiness and wellbeing⁶. Parents may need to take time off from work to care for their children or attend dental appointments. Dental neglect may also be an indicator of a wider safeguarding issue.

Tooth decay remains the most common reason for non-emergency hospital admission for children aged 5 to 9 years-old in Brent. In 2017-18 there were 520 finished consultant episodes (FCEs) with a primary diagnosis of tooth decay for 1-19 year olds whilst the number for 5-9 year olds was 322 FCEs.

In Brent, child health outcomes are being addressed through the work programmes of children's centres and the mandated universal offer of health visiting teams in which oral health is embedded. There are opportunities for brief oral health advice both at the mandated checks and opportunistically as part of making every contact count. However, the recommended budget proposal of CWB002 carries the potential risk of disrupting this fundamental work.

There is potential for improving delivery through the re-commissioning of children's centres with health visiting by developing a fully integrated model. There is positive evidence to support the bringing together of 0-5 services and embedding these alongside 'family hubs'. (see CWB 008 - appendix B). However, doing this well will require a public health focus with oversight and accountability through the Director of Public Health.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/767140/DHSC_allocations_circular_template_final_1.pdf

² Local Area Trend Report 2017/18

³ Trend analysis based on last four Diagnostic Outcomes Monitoring Executive Summary (DOMES) reports

⁴ Public Health Outcomes Framework - <https://fingertips.phe.org.uk/profile/child-health-profiles/data#page/1/gid/1938133228/pat/6/par/E12000007/ati/102/are/E09000005>

⁵ Public Health England (2018). National Dental Epidemiology Programme for England: oral health survey of five-year-old children 2017 A report on the inequalities found in prevalence and severity of dental decay.

⁶ Nuttall N, Harker R (2004). Impact of oral health. Children's dental health in the United Kingdom 2003. London: Office for National Statistics.

Innovation in Brent through introducing the Maternal Early Childhood Sustained Home Visiting programme (including the lift the lip dental check) has created an opportunity for building skill-mix within the team and encouraging further multi-disciplinary working. This may help to improve recruitment and retention rates for the specialised workforce, currently a challenge in Brent. However, this type of workforce transformation must be planned and implemented carefully, as each service has very clear but different aims and objectives. As seen in other parts of London, this kind of recommissioning can take two years to fully integrate otherwise the services will fail to deliver real benefit for local residents.

In contrast to the first two efficiencies identified under the 'recommended proposals', CWB003 is more problematic. Proposal CWB003 anticipates an approximately 50% reduction in stop smoking services by ceasing the provision of untargeted smoking cessation with a financial saving of £250k (£125k in 2019/20 and £125k for 2020/21) for the council. However, the reduction in this evidence-based service risks poorer health outcomes, increasing health inequalities associated with tobacco use and a failure to realise the potential savings not only to the NHS but social care from having fewer residents who smoke. We would therefore question the scale of the reduction and the types of alternative measures suggested to support Brent residents quit smoking.

Recent data suggests that prevalence of smoking among adults in Brent has risen from 12.8% (n=32,020) in 2016 to 15.8% (n=39,707) in 2017⁷. This prevalence is higher than both the London and national averages 14.6% and 14.9% respectively. In addition, the number of individuals setting a quit date per 100,000 smokers aged 16 and over is down from 5,601 in 2016/17 to 3,906 in 2017/18.

The associated annual cost of tobacco use in Brent is considerable. It is estimated that smoking in Brent costs society a £57.9m⁸ in total. Supporting people to quit smoking has a high return on investment and is one of the most cost effective and affordable public health measures available to councils. According to the NICE tobacco return on investment tool, every £1 spent on smoking cessation, saves £10 in future health care costs and health gains⁹.

Smoking remains the major preventable cause of premature death and disability. It is responsible for the premature death of half of all life-long smokers. Tobacco use is a strong driver of health inequalities, and one of the most significant public health challenges. It is for this reason that the national Tobacco Control Plan for England (2017)¹⁰ sets a vision to create the first smoke-free generation in the UK. While the adverse health impacts of smoking are evident among all those who smoke, there are particular groups that are most in need of support. We appreciate that the current proposal retains a level of service for pregnant women and mental health service users, however, other vulnerable groups such as patients undergoing treatment for alcohol and drug misuse, people in lower socioeconomic groups, LGBT communities, the long-term unemployed and some minority ethnic groups will be affected by the current proposal.

There is evidence that these groups are more likely to smoke and spend a larger proportion of their income on cigarettes¹¹. For example, many people may recover from their drug or

⁷ Public Health England: Local Tobacco Control Profiles – Brent (2018)

<https://fingertips.phe.org.uk/profile/tobacco-control>

⁸ The local cost of Tobacco – ASH “Ready Reckoner”: 2018 edition, v6.8 – published 06 Sept 18

<http://ash.lelan.co.uk/>

⁹ Health Matters: preventing ill health from alcohol and tobacco use (October 2017) <https://www.gov.uk/government/publications/health-matters-preventing-ill-health-from-alcohol-and-tobacco/health-matters-preventing-ill-health-from-alcohol-and-tobacco-use>

¹⁰ Department of Health: Towards a Smokefree Generation – A Tobacco Control Plan for England (July 2017)

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/630217/Towards_a_Smoke_free_Generation_-_A_Tobacco_Control_Plan_for_England_2017-2022_2_.pdf

¹¹ Public Health England: Tobacco Commissioning Support Pack (2019/20) - Brent

alcohol dependence only to later die of their continued and untreated tobacco dependence. In Brent, an estimated 58% of substance misuse clients were identified as smoking tobacco at the start of treatment. Of these only 3% were provided smoking cessation intervention¹². In terms of your aim to reduce inequalities, these cohorts will suffer the most from proposed cuts to provision of stop smoking services.

Whilst the current proposal retains services for pregnant women, it does not include the offer of support to their partners and those living in the same household. There is a strong body of evidence on the harms of second hand smoke to both pregnant women and their new born babies and the devastating relationship of second hand smoke with the increase in sudden infant death syndrome. The Royal College of Physicians (RCP) published a landmark report which concluded that “passive smoking is a significant cause of morbidity and mortality in babies and children¹³”.

We would therefore urge you to revise your current funding cuts in a way that allows provision of smoking cessation services on a wider scale in order to protect pregnant women and their babies, people undergoing treatment for substance abuse, as well as those individuals using mental health services.

At a time when the NHS is being encouraged to do more to help local people quit smoking through the Long-Term Plan, we would hope that a cross agency, integrated approach to tobacco use is forged in each borough going forward.

Budget Proposal ‘Difficult’

Proposal CYP008 outlines your intention to develop family hubs from children’s centres. While we accept the rationale for this proposal, it is essential that this happens alongside CWB002 for the reasons outlined above, as they are directly linked. Currently services are co-located but not integrated. High levels of obesity and child tooth decay are key public health priorities in Brent. Family hubs offer breast feeding support, advice to establish healthy weaning and developing oral healthy behaviours early through bringing families and services together for improved synergy and enhanced outcomes. This model provides opportunities for brief oral health advice and sign posting to dental services early for prevention.

Budget Proposal ‘Very Difficult’

The proposal outlined in CWB004 describes your intention to make cuts to your NHS Health Check programme. We will require clarification and further detail on the nature of this proposal, as every upper tier local authority is required to offer, or ensure that arrangements are in place to offer, all eligible residents a NHS Health Check. The programme’s design, expected health benefits and return on investment were assessed on this basis.

It was originally expected that by the end of 2018/19 100% of Brent’s eligible population would have been offered a NHS Health Check with a proportion of the ring-fenced public health grant used to put these arrangements in place.

Official data returns show that so far, between 2014 and 2019 Brent has offered health checks to 85% of the eligible population, making it unlikely that the Borough will have offered all eligible people a check by the end of 2018/19. It is important that any plans to re-prioritise or cut the programme do not jeopardise Brent’s current performance.

¹² Public Health England: Adult - drugs commissioning support pack (2019/20) - Brent

¹³ Royal College of Physicians: Passive smoking and children. A report of the Tobacco Advisory Group of the Royal College of Physicians. London, RCP, 2010 <https://www.rcplondon.ac.uk/news/passive-smoking-major-health-hazard-children-says-rcp>

In addition to the concerns raised above, the proposal outlined in CWB004 carries additional risks for health and oral health in relation to identifying those at risk of diabetes. A recent European consensus¹⁴ has established the bidirectional link between diabetes and periodontal (gum) oral health. There is a growing body of evidence to underpin that supporting people with type 2 diabetes to improve their periodontal health will improve the management of their blood glucose levels and overall general health, as well as vice versa.

Modelling supports a financial return on investment, illustrating another example of the necessity of health checks to signpost individuals at risk to access healthcare services. We also know that the population likes this chance to take stock of their health risks and talk to health professionals about how to keep healthy.

Budget Proposal 'Most Difficult'

The proposal outlined in CYP010 to close all children's centres will have a devastating impact on outcomes for some of the most deprived children and families in Brent and is therefore something we cannot support. The provision of sufficient children's centres to meet local needs is a statutory requirement in the Childcare Act 2006. With their multi-agency focus, children's centres can bring communities together. They provide a hub for midwives, health visitors, early education and childcare workers, links to job centres and adult skills providers, parenting groups, and a range of family activities. They are a key part of early help, targeted to meet local priorities in the context of diminishing resources. With the development of place-based commissioning, children's centre services have become a pivotal part of the early help offer, allowing families to access the help they need to meet those early challenges, help to tackle inequalities, and give children a healthy start.

We would therefore strongly encourage you not to close all children's centres across the Borough and instead work closely with partners and residents to support the delivery of these valuable preventative services in a different and more cost-effective way.

We understand Brent's financial situation but would encourage you to reconsider the long-term impact of the proposals you have identified and their effect on population health and health inequalities. With that in mind, it is hoped that these suggestions are helpful. We are more than happy to come and meet with you or your Director of Public Health to support the decision-making process.



Yvonne Doyle CB MD

Director for London
Public Health England

Cc: Melanie Smith, Director of Public Health
Gail Tolley, Strategic Director, Children and Families
Phil Porter, Strategic Director of Community Wellbeing

¹⁴ Sanz M, Ceriello A, Buysschaert M, Chapple I, Demmer RT, Graziani F, et al. Scientific evidence on the links between periodontal diseases and diabetes: Consensus report and guidelines of the joint workshop on periodontal diseases and diabetes by the International Diabetes Federation and the European Federation of Periodontology. *Diabetes research and clinical practice*. 2018; 137:231-41.

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Appendix M

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BRENT COUNCIL PAY POLICY STATEMENT

Financial Year 2019/20

April 2019

Contents

Purpose.....	3
Strategic Context.....	3
Employee Benefits	4
Pay Rates and Scales.....	4
Remuneration of Senior Management (Chief Officers)	4
Remuneration of Lowest Paid Employees	5
London Living Wage	5
Pay Multiple	5
Job Grading.....	6
Local Conventions for the GLPC Job Evaluation Scheme	6
Public Health Transfer.....	7
Pay on Appointment.....	7
Annual Pay Progression.....	7
Performance Related Pay and Bonuses	8
National / Regional Pay Agreements	8
Market Supplements	9
Fees for Election Duties	9
Pensions	9
Payments on Termination of Employment	9
Re-employment of Employees	9
Tax avoidance.....	10
Publication and access to information.....	10

BRENT COUNCIL PAY POLICY STATEMENT

Financial Year 2019/20

Purpose

The council's pay policy outlines Brent's policy on pay and benefits for all employees (excluding Schools) and has been developed to meet the relevant statutory provisions of the Localism Act 2011.

The pay policy will be reviewed on an annual basis and will be approved by Full Council in advance of each new financial year.

The pay policy statement can be amended during the course of any financial year, but only by a resolution of the Full Council. The revised version of the statement will be published as soon as reasonably practicable.

Strategic Context

The current and future pay and benefit arrangements are embodied in the council's Workforce Strategy which reflects the Borough Plan priorities. The council's Borough Plan and Brent 2020 programme provide the strategic framework for the council's workforce and people priorities.

The overarching objective for the Workforce Strategy is to have the right people, with the right skills, attitudes and experience, in the right place at the right time to enable the organisation to deliver on its strategic priorities and corporate objectives.

Key strategic aims of the Workforce Strategy are:

- Achieving organisational effectiveness and strong performance management
- Recruiting, retaining and rewarding a diverse, highly skilled and motivated workforce
- Valuing diversity and reducing inequalities
- Developing high performing managers and talented staff
- Building the professionalism and skills of the workforce to support projects aligned to the council's strategic priorities and the delivery of high quality services

The council is committed to being a good employer and maintaining its excellent track record in employing a diverse workforce which reflects the local community. In order to recruit and retain a high quality workforce, the council will pay its staff at appropriate salary levels to attract and retain staff, throughout the council, particularly those in hard to recruit roles.

Employee Benefits

The council's pay arrangements and terms and conditions play a key role in enabling the council to fully realise its objectives and ensuring the workforce is 'fit for purpose'. The council is committed to fair and equitable pay and benefits arrangements to maintain a flexible, talented and performance focused workforce. The council published its Gender Pay Gap Report on 18 March 2018. This revealed that the overall mean gender pay gap based on data taken from the HR databases on 31 March 2017 was 6.5% and the median gender pay gap was 6.8%. This compares with a mean gender pay gap for local government of 6.8% and a median pay gap of 5%.

All the council's pay arrangements are contained within a single policy document.

Pay Rates and Scales

Pay scales are reviewed annually in line with the National Joint Council agreements and any changes are usually effective from 1 April or 1 September each year depending on the pay scales applicable to different groups of staff.

The following pay scales have been adopted by the council:

- Greater London Provincial Council (GLPC) London Pay Scales (main pay scales)
- Senior Manager Pay Scales (senior managers including Chief Officers)
- Soulbury Pay Scales (Education Psychologists, Advisors and Inspectors)
- Soulbury Pay Scales (Youth and Community Service, Young People and Community Service Managers)
- Teaching Pay Scales (for centrally employed local authority teachers)

Remuneration of Senior Management (Chief Officers)

The council defines its senior management as the top 3 tiers in the management structure. This includes all statutory and non-statutory Chief Officers and Deputy Chief Officer roles. It comprises the Chief Executive, Strategic Directors and Operational Directors.

Currently the pay, expenses and key benefits for the Council Management Team are published on the council's website. The Council Management Team comprises the Chief Executive and the Strategic Directors, together with the Chief Finance Officer and the Director of Legal and HR Services.

The rates of pay of the Chief Executive and Strategic Directors and other Senior Managers are in accordance with the council's senior manager pay scales.

The council may, from time to time, engage senior managers under contracts for services. The council generally will aim to pay such individuals at a rate consistent with the pay of directly employed staff performing a comparable role, although there may be exceptional circumstances which support a higher pay rate for a short term period to ensure continuity of service and meet any statutory obligations.

Remuneration of Lowest Paid Employees

The council defines its lowest paid employees as those staff paid on the lowest established grade and scale point which in Brent is Scale 2 spinal point 12 of the Greater London Provincial Council (GLPC) Pay Scales currently £19,914 per annum. This will increase to £20,133 on 1 April 2019.

London Living Wage

The council has implemented the London Living Wage. All staff are paid at or above the London Living Wage. Level 2 Apprentices are paid at the highest National Living Wage rate for apprentices and Level 3 Apprentices are paid a higher hourly rate of £8.01 per hour. The Council is an accredited London Living Wage Employer and asks its contractors supplying services to the Council to pay their staff the London Living Wage. As contractors are employers in their own right, the council cannot force contractors to pay the London Living Wage but has built into its procurement procedures a requirement to do so in relation to council contracts where possible. The Council also encourages schools to pay the London Living Wage.

Pay Multiple

The 'pay multiple' is the ratio between the highest paid salary and the lowest/median average salary of the council's workforce. The council's highest paid employee is the Chief Executive. The current median salary is £34,133.

The lowest pay multiple is 1:9.99; the median pay multiple is 1:5.82.

This is within what is regarded as good practice for the median salary multiple as described by Will Hutton in his 2011 Fair Pay Review in the Public Sector which identified multiples at or around 8.00. The council has not set a target for a maximum multiple. The lowest pay multiple has decreased from 1:10:6 in 2016/2017.

Job Grading

Single Status was introduced in 2009 for staff on the main pay scales. Single Status introduced common job evaluation schemes and pay scales for the council's former manual workers, administrative, professional, technical and clerical employees with the exception of education psychologists, nursery nurses, youth and community workers, chief officers and the chief executive.

Staff who transferred to the council from Brent Housing Partnership in 2017 have not yet moved over to Single Status.

Senior managers including chief officers have locally determined rates of pay which are linked to national negotiations for the determination of pay awards. A revised pay and grading structure for senior managers was introduced on 1 April 2013. The aim of the review was to reduce costs whilst ensuring the council's pay arrangements remained competitive.

Also in 2013, the council rationalised the terms and conditions for senior managers. Those senior management posts which fall within the Joint National Committee (JNC) Chief Officer definition are employed on JNC terms and conditions and all other senior managers are employed on National Joint Committee (NJC) for Local Government Services terms and conditions with some local variations. The senior management posts which fall within the JNC definition are predominately the strategic directors and other directors with statutory responsibilities e.g. Section 151 officer. This means that the majority of senior managers have terms and conditions which are largely consistent with those for other staff. A number of changes were also made to the JNC for Chief Officer terms and conditions to align them more with the terms and conditions for all other staff.

Local Conventions for the GLPC Job Evaluation Scheme

Virtually all local authorities and organisations that use the GLPC Scheme have local conventions in place. A convention is the term given to the local interpretation of the wording of a job evaluation scheme, which are usually written down. Without local conventions, evaluators may interpret the scheme's factor level definitions differently. This exposes the authority to the potential risk of inconsistency and can lead to

inaccurate gradings.

The council in March 2013 introduced local conventions to ensure that the scheme is applied consistently and fairly to all employees. These have been reviewed and amended in accordance with refreshed guidance notes on the job evaluation scheme issued by the GLPC in 2016.

Public Health Transfer

Following major changes to the public health system, responsibility for public health transferred to local authorities on 1 April 2013. Fifteen staff transferred into the council under NHS terms and conditions including pay, seven of which are still employed by Brent. A Director of Public Health was recruited on Brent terms and conditions.

Pay on Appointment

All employees are normally appointed on the lowest pay spinal column point for their job evaluated grade. Employees may be appointed at a higher point, where they are currently earning more than the lowest pay spine for the role and where it is considered that they already possess the skills and experience needed to justify a higher salary within the grade. Appointment at a higher point on the salary scale has to be authorised by the service Operational Director and the Head of HR or Director of Legal and HR Services.

The council delegates authority to the Senior Staff Appointments Sub-Committee to make appointments to the council of all officers at Operational Director level and above, with the exception of the Chief Executive, in which case a recommendation to appoint is made to Full Council for its final decision to confirm the appointment or not. The starting salary for new appointments to these posts is agreed by the body making the appointment. The starting salary for any other post where the overall remuneration package on new appointment (excluding pension contributions in accordance with the Local Government Pension Scheme regulations) is to exceed £100,000 will normally be agreed by full council or a committee of the council unless the Chief Executive agrees otherwise.

Annual Pay Progression

Brent's pay policy is primarily based on evaluated pay grades, each having a salary range comprising a number of incremental points. Other pay grades are nationally prescribed and also have incremental progression arrangements. Most employees incrementally progress through the pay grade for their job. Progression will normally be one increment (pay spine column point) on the 1st of April each year until the top of the grade is reached for those on the main pay scales. Separate arrangements

apply during the first year of service where the start date is between 1 October and 31 March and on the anniversary of joining for those on senior manager pay scales.

Pay progression takes place on an annual basis and can be withheld if there is a disciplinary sanction or where performance is currently being addressed.

Performance Related Pay and Bonuses

Council employees including the Chief Executive and directors do not receive performance related payments or bonuses.

National / Regional Pay Agreements

The council operates the national (JNC/NJC) and regional (GLPC) collective bargaining arrangements for pay and conditions of service for all employees, including senior managers. Pay is increased in line with national and regional pay agreements.

Details of the 2018/19 pay award agreement are:

From 1 April 2018:

- Salary increase of 2% applied to all spinal column points.

From 1 April 2019:

- Salary increases ranging from 2% to 2.8%. Most grades will receive a 2% increase with higher percentage increases applying only to the lowest paid staff.
- The individual basic salaries and salary scales of all officers within scope of the JNC for Chief Officers of Local Authorities increased by 2% with effect from 1 April 2018 and will increase by a further 2% with effect from 1 April 2019.

Market Supplements

The council has recently re-introduced a market supplement policy and the General Purposes Committee recently agreed recruitment and retention allowances for some social work staff. Individual service areas do not have discretion to apply market supplements or other recruitment and retention payments and there is a governance structure in place to agree any new supplements based on a sound business case.

Fees for Election Duties

Election fees paid to employees (including chief officers) who assist in elections are in line with the rates agreed by the Government whenever general, regional or European elections occur. In light of the referendum vote on 23 June 2016 for the UK to leave the European Union, there are unlikely to be further European elections to assist with. Where local elections occur fees will be determined using the cross-London agreed rates.

Pensions

All non-teaching employees are able to join the Local Government Pension Scheme (LGPS). Teachers are able to join the Teachers' Pension Scheme. Benefits for both schemes are paid in accordance with government regulations. National Health Service employees who transferred to the council under TUPE have access to the NHS Pension Scheme under special provisions agreed as part of the transfer into local government. Employees joining Public Health after the transfer are employed on Council terms and conditions and do have access to the LGPS.

Payments on Termination of Employment

In the event that the council terminates the employment of an employee on the grounds of redundancy the terms of the council's redundancy and early retirement arrangements will apply. Termination payments will be subject to any caps introduced by government legislation as will repayment of severance payments set by legislation. It is anticipated that regulations on capping payments and repayment of severance will be introduced although the timescale is unclear. Where practicable, and unless the Chief Executive agrees otherwise, termination payments which exceed £100k will normally be agreed by full council or a committee of the council.

Re-employment of Employees

Section 7 of the Local Government and Housing Act 1989 requires that every appointment to paid office or employment in a local authority shall be made on merit.

The re-engagement of employees including chief officers who are made redundant is subject to the council's re-engagement arrangements (contained within the council's Managing Change Policy). The policy sets out the minimum period a former employee must wait before being eligible to work for the council again, as well as outlining other restrictions.

Employees who are made redundant may not be re-engaged within twelve months of their termination of employment for reasons of redundancy. After twelve months the employee may be re-engaged via the normal recruitment procedures either to carry out similar work or a different job. Re-engagement is subject to the approval of the relevant Operational Director and Director of Legal and HR Services.

Tax avoidance

All permanent Brent staff including senior managers are paid through payroll which means that all taxes are deducted at source. A review of temporary staff is regularly conducted and it is Brent's policy to cover vacancies through the use of approved agency workers or by appointing staff on fixed term contracts. Temporary workers providing services through their own companies will be carrying out projects and generally not covering permanent roles other than in exceptional circumstances e.g. where interim cover is essential whilst a permanent appointment is recruited. Where these situations do occur they will be limited in duration, usually to less than 6 months.

The council's approach to dealing with Her Majesty's Revenue and Customs' (HMRC) changes to regulations for provision of personal services from April 2017 is to use the HMRC online assessment tool to determine the employment status of individuals for income tax purposes. Most agency workers, consultants and interims are required to pay tax on a PAYE basis, like council employees.

Publication and access to information

Brent's annual Pay Policy Statement will be published on the website where it can be easily accessed. Information about chief officers' remuneration is published on the council's website www.brent.gov.uk in the section Senior Managers' pay.

 <p>Brent</p>	<p align="center">Full Council 25 February 2019</p>
	<p align="center">Report from the Director of Performance, Policy & Partnerships</p>
<p>Borough Plan 2019-23</p>	

Wards Affected:	All
Key or Non-Key Decision:	N/A
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: Appendix 1 - Draft Borough Plan 2019-23 Appendix 2 - Draft Delivery Plan 2019/20
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Peter Gadsdon, Director of Performance Policy and Partnerships peter.gadsdon@brent.gov.uk 020 8937 6095 Richard Harrington, Senior Policy and Scrutiny Officer richard.harrington@brent.gov.uk 020 8937 1583

1.0 Purpose of the Report

- 1.1 This report presents the draft Borough Plan 2019-23 and Delivery Plan 2019/20, which set out Brent's vision, strategic themes and priorities.

2.0 Recommendations

- 2.1 Council is asked to approve the draft Borough Plan (Appendix 1) and Delivery Plan (Appendix 2) for adoption in April 2019.

3.0 Detail

- 3.1 Cabinet members and departments have been working together to develop the Council's vision and strategic priorities for 2019-23, based on the Brent Labour Party Manifesto.

3.2 The vision for 2023 retains continuity with that of the previous Borough Plan. However, there is a new emphasis on culture and ensuring that opportunities in Brent are shared amongst communities. This is particularly important as we look forward to being London Borough of Culture 2020, and work to ensure that regeneration and growth benefits everyone.

3.3 Financial context has also strongly influenced the plan, with further major savings required over the coming years. The plan makes clear that as demand grows and needs become more complex, we must focus on the things that matter most, work collaboratively and in new and more efficient ways.

3.4 The Borough Plan sets out five strategic themes, each of which include a number of high-level desired outcomes:

Every opportunity to succeed – working in partnership to support children and young people’s educational attainment and training

A future built for everyone, an economy fit for all – regenerating our borough to grow the local economy and provide the jobs, homes and transport that people need

A cleaner, more considerate Brent – improving air quality and keeping our environment clean and pleasant

A borough where we can all feel safe, secure, happy and healthy – building stronger, safer and healthier communities, with opportunities to enjoy Brent’s unique cultural heritage, and support for vulnerable children and adults to be as independent as possible

Strong foundations – ensuring that the council and its partners are structured and equipped to secure the best possible outcomes for local people, within a context of diminishing resources.

3.5 A Delivery Plan has also been created (see Appendix 2), and is the means by which progress on the Borough Plan will be monitored. The Delivery Plan sets out practical steps to achieve the desired outcomes, and will itself be updated annually to take account of changing priorities.

3.6 Progress with the Borough Plan will be reported to Cabinet at six-month intervals.

Consultation

3.7 Consultation played a key part in shaping the Borough Plan – firstly through the Resident Attitudes Survey and subsequently a public consultation via the online portal. It was also considered at Brent Connects meetings and staff away-days.

3.8 There was a good response to the consultation. Comments were mixed – a number of residents used the consultation to comment on specific concerns such as traffic and a perceived lack of police officers on the beat. There were

also several comments which were supportive of the council's strategic priorities.

4.0 Legal implications

4.1 There are no legal implications arising directly from the report, however legal advice will be provided as required as the proposals in the Borough Plan are implemented.

5.0 Financial implications

5.1 The Borough Plan highlights the existing financial context, i.e. that local government will experience the most significant reform of its funding arrangements for two decades. The Fair Funding review, reset of business rates baselines and changes to the business rates retention system all have critical implications for the distribution of funding across local government. At the same time, the results of Spending Review 2019 will affect the total level of funding available to the sector from April 2020.

5.2 The Budget report sets out the overall financial position facing the council for the next four years and highlights the significant risks, issues and uncertainties. It also sets out the draft budget proposals that will be consulted upon for the period 2019/20 to 2020/21 in order to deliver a balanced budget. Broadly, savings of around £40m will have to be found to balance the budget over the lifetime of the plan.

6.0 Equality implications

6.1 Under the Public Sector Equality Duty (PSED) in the Equality Act 2010, Brent is required to pay due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between those who do and do not have a protected characteristic.

6.2 There will be equality implications, positive and negative, for activities undertaken under the Borough Plan. Equality analyses will be undertaken in relation to these as they are developed and implemented.

Report sign off:

PETER GADSDON

Director of Performance, Policy and Partnerships

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2019-2023

Borough Plan

Building a Better Brent



Foreword

Brent is a borough characterised by change. It is a place where new communities have always settled, regularly adding to its distinctive diversity, and this continues today. Regeneration is also changing the face of the borough, in Wembley, South Kilburn, Alperton, Harlesden, Church End, and elsewhere. And we are growing - around 335,000 residents today, projected to increase to almost 350,000 by 2023, and over 375,000 by 2030.

Our residents are living longer too – the number of residents aged 65 and over will increase by 15% over the lifetime of this Plan, and by 41% by 2030. This is to be celebrated, as advances in medical care give people more years with their families. However, a growing and ageing population poses real challenges for the council in ensuring services for those that need them. For example, more people now require social care. Their needs are becoming more complex, and therefore more expensive to meet.

At the same time our resources are also changing - and not for the better. Nationally, councils have lost 63% of their funding from the government since 2010, and in Brent we have had to save £164 million. This will continue - we are required to make significant further savings over the next four years and beyond.

It is within this challenging context that the council has set out a vision for 2023. Achieving it will require us to focus on the things that matter most and where we can make a real difference to the lives of our residents. We will need to continue to explore and innovate, using our resources in the most effective way, and securing the services that people need. This will mean working closely with partners, ensuring that the best use is made of all our means.

We are at the forefront of a digital revolution, which is transforming how people interact and their expectations for accessing information and services. Over the next four years we will also continue to adapt our workforce and buildings to successfully deliver our priorities. We will build resilient communities through our community hub model - a prime example of how we want to address the needs of our residents earlier. We will do this, in a joined-up way, grounded in the neighbourhoods where people live.

The Borough Plan is our roadmap for navigating these changes and harnessing them for the benefit of the borough. By working together we can all help Build a Better Brent.

Cllr Muhammed Butt
Leader of Brent Council

Carolyn Downs
Brent Council Chief Executive





Introduction

Our vision for 2023 is to make Brent a borough of culture, empathy, and shared prosperity. A borough where people from different backgrounds feel at ease with one another, share in cultural opportunities and activities, and value the principles of fairness, equality, good citizenship and respect for people and place. People will feel that they and their children are safe, cared for and can achieve and that they receive excellent services when they need them. Brent will be a great place to live and work, where business and enterprise prosper and local people have opportunities to change their lives for the better.

While our vision remains similar to that set out in our previous Borough Plan, the context within which we are working continues to change drastically. Local government is set to experience the most significant reform of its funding arrangements for over two decades. The Fair Funding Review - a potential redistribution of government funding to councils - as well as changes to the way business rates are charged and how much councils can retain locally, will all have critical implications for the distribution of funding across local authorities. At the same time, the results of the Spending Review 2019 will affect the total level of funding available to the sector from April 2020.

The council expects to need to make savings of around £40m over the course of this plan, and has already identified proposals in order to achieve a balanced budget up to 2021. Achieving our vision will therefore require innovation, continued and deeper partnership, and careful planning based on sound evidence. It will also require us to shift from focusing on single services addressing specific issues, to a more joined-up approach based around localities.

We are well-placed to do this. Around two thirds of our residents feel that the council does a good job, and 56% also feel that people in their local area can contribute to making it better, which will continue to be important as we all work together to help Build a Better Brent. The council will lead this by focusing our energies on five strategic themes.

Our strategic themes

DESIRED OUTCOMES

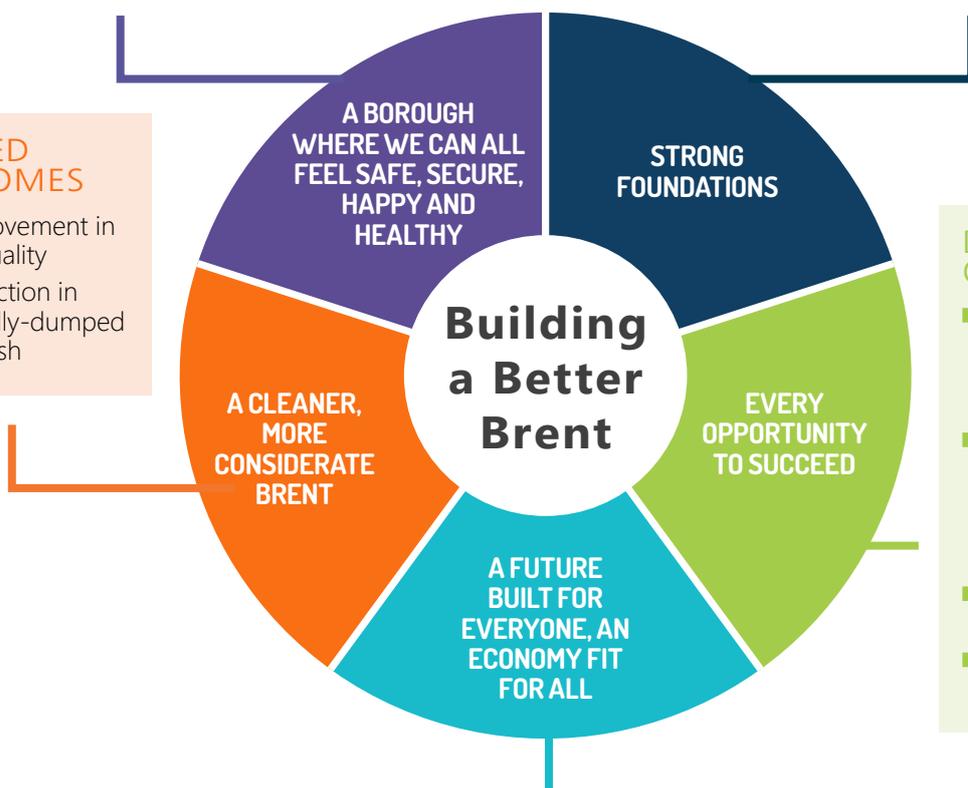
- Reduction in anti-social behaviour, the risk of harm and re-offending
- Reduction in violent crime, including gang and knife crime
- Support our most vulnerable adults, enabling them to choose and control the services they receive, to remain independent and lead active lives
- Improve the health of Brent residents
- Make Brent a place where culture is celebrated and vibrant

DESIRED OUTCOMES

- Enable more residents to get online
- Making every pound count
- Building services around residents and their needs
- Increase in resident satisfaction
- Increase in resident involvement

DESIRED OUTCOMES

- Improvement in air quality
- Reduction in illegally-dumped rubbish



DESIRED OUTCOMES

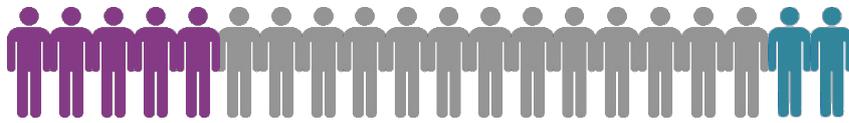
- Improvement in Key Stage results for Black Caribbean Boys
- Improvement in Key Stage results for looked-after children and care leavers
- High-level skills achievement;
- Increase in average wage

DESIRED OUTCOMES

- Increase in inward investment achieved via the council
- Produce our new Local Plan, setting out our vision, priorities and areas for future development in the borough
- Increase in housing supply
- Reduction in the number of households in temporary accommodation
- Keep traffic moving and our roads and pavements in good repair

About Brent

334,700 people live in Brent - we are the 6th largest borough in London



76,800

under the age of 18
23% of the population

36

is our
average age

39,500

aged 65 and over
12% of the population

57%

adults don't exercise

4th

healthy life expectancy ———— life expectancy



10th

15th

8th

7th

in London

In Employment

71.3%

lower than

74.2%

Self-employed

17.6%

higher than

13.2%

Unemployed

5.7%

similar to

5.0%

Benefit claimants

2.2%

same as

2.2%

London
average



53% residents born abroad
2nd highest in London



9% of residents are born
in India

37%

of people do not speak
English as a first language

8%

speak Gujarati, the most
spoken language after English

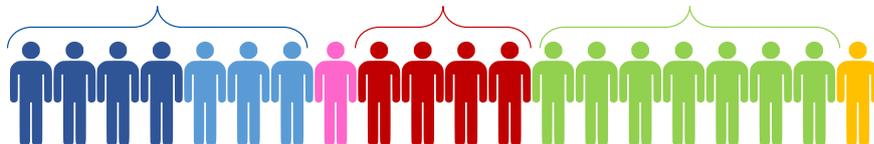
35%
white

6%
mixed

18%
black

34%
Asian

7%
other



16%

of the population is
white other, which
includes **22,000** residents
from Romania and Bulgaria



15.7

births per 1,000

higher than

14.1%



Pupils in Brent achieved
half a grade more than
pupils nationally with
similar starting points

8.2%



adults have
no qualifications

higher than

6.8%

London
average



The crime rate is **70.8** per 1,000 population, 15th highest in London





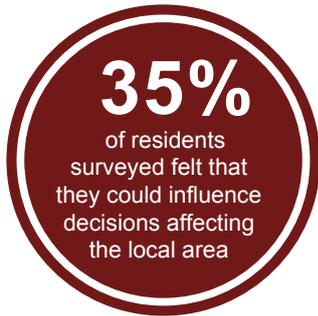
Every four years, we carry out a major survey to hear the views of residents on a range of issues. We held our most recent in the summer of 2018, and this is what you told us.

Here's what you said....

76%

Are satisfied with their local area as a place to live

This is slightly below the national average of 79%. High earners, home owners and those aged between 55 and 64 recorded the higher levels of dissatisfaction with the local area.



Top 3 things that residents value the most locally



Top 3 things that residents most want to see money spent on



Sports and leisure facilities, built environment: old and new buildings and road/pavement maintenance were all some of the least valued and least likely to be picked to spend money on among residents

This figure is in line with the 45% national average for councils (27% disagree, 28% indifferent – also all in line with national average).

45%
said local services provide good value for money

66%



of people are happy with the way in which Brent Council runs things, a figure higher than the 61% national average.

Brent Council satisfaction rates have risen from a low of 30% in 2006 and have remained at 66% since 2014.

Interestingly over the same 10 year period nationally rates reached a peak in 2014 of 68% but have dropped down to 61% in 2018.





45%

Agree

30%

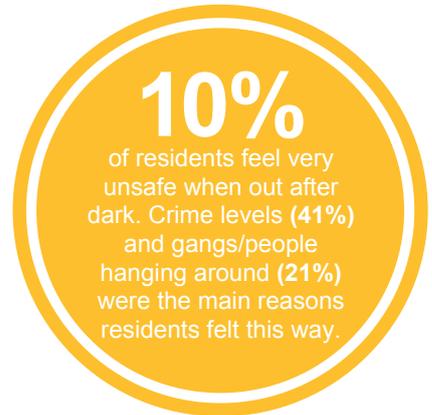
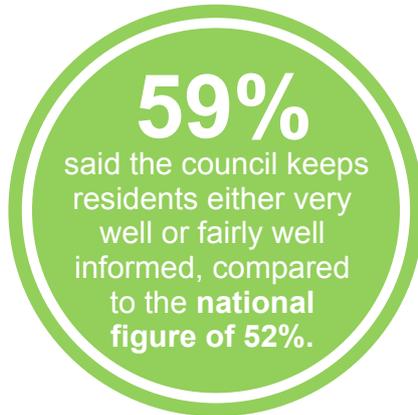
Neither

25%

Disagree



% that agree or disagree the council is helpful when you contact it



Rubbish and litter lying around

57%

Using/dealing drugs

42%

People being drunk or rowdy in public places

41%

People hanging around the streets

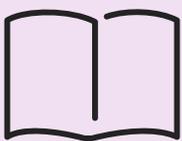
40%

Biggest neighbourhood problems for residents

23%

said their local area had improved over the last four years

This figure is a 2% increase when compared to the 2014 data, when the survey was last run.



28%

of residents have in the last twelve months read for pleasure.



25%

A quarter of Brent residents have no formal qualifications at all.



51%

English is the first main language for half of residents.



Harlesden

49%

In Harlesden, half of residents thought their local area had improved over the last four years, almost double the 27% who thought this in 2014.



Our journey so far

Achieving our strategic priorities will be challenging. However, with our partners we have made great strides towards making our vision a reality over the past four years.

- 97.7% of Brent pupils attend schools which are rated good or outstanding, and 94% of our early years providers are good or outstanding as well.
- Achievement in our primary and secondary schools is higher than ever. In particular, Brent's secondary pupils outperformed London in 2017, and their progress was amongst the highest in the country.
- Our children's services have received their best-ever rating from Ofsted following inspection, recognised as "Good" and with the experiences and progress of children in care and care leavers recognised as being "Outstanding".
- We have helped deliver more than 1000 jobs for residents, and support 3000 learners each year through Brent Start, who have given us a 97% satisfaction rating.
- We have appointed Town Centre Managers to rejuvenate nine priority town centres in the borough.
- 4400 net additional homes have been built in the last four years.
- We have received £50 million of Community Infrastructure Levy from new developments to pay for supporting infrastructure.
- We have built 120 new council homes in South Kilburn, and have won eight housing and architecture awards for our regeneration work across the borough since 2016.

- We are using the latest technology to transform our Housing Management Service, enabling us to deal more quickly with findings from inspections.
- We prevented 599 families from becoming homeless in 2017/18, and have launched a new form to process new homelessness applications. The council's wholly-owned company i4B has also let 177 homes to homeless households, avoiding the need to place them in temporary accommodation and generating a saving of at least £600,000 so far.
- We have installed almost 20,000 lower-energy LED street lamps, which will save us £850,000 per year and reduce our carbon footprint.
- We have dramatically improved the numbers of people receiving mental health assessments on time, from less than 25% to over 90%, by taking a smarter and more flexible approach to appointment planning.
- Tudor Gardens, our residential care home for people with learning disabilities, has been rated "Good" by the Care Quality Commission, its best-ever rating.
- We have achieved efficiencies in our use of the public health grant whilst maintaining some of the best outcomes in the country for those recovering from drug and alcohol misuse.
- Our libraries are amongst the most popular in the country, and saw more than a million items loaned in 2017/18, and more than 2.5 million visits. Over 4000 children also took part in the Summer Reading Challenge, and over 650 adults took part in the 2018 Reading Ahead scheme to improve low literacy.
- Finally, we have been chosen as the London Borough of Culture for 2020, beating 21 other boroughs with a proposal recognised by the Mayor of London as "visionary", and receiving £1.35 million to stage a year-long programme which will put culture and the arts at the heart of Brent's future.



Every opportunity to succeed

Education is crucial to helping people fulfil their potential and achieve their ambitions. Here in Brent, we are rightly proud of our early years provision, the teaching and leadership in our schools and the further education opportunities available within the borough. The council has worked in close collaboration with local school-led partnerships to achieve continuous improvement in the quality of education for a number of years, and achievement in our primary and secondary schools is higher than ever. We will continue to make advances by drawing on their expertise and experience to drive school improvement, agreeing support and intervention where necessary.

We take a Contextual Safeguarding approach and recognise that the different relationships young people form in their neighbourhoods and schools can affect them. While most groups perform well, some pupils are at risk of lower attainment than others due to a variety of factors. This is the case in particular for boys of Black Caribbean heritage, children looked after by the council and those reaching the age where they leave our care. This can affect their opportunities to stay in education, training or employment and the likelihood of them becoming offenders, so we owe them particular attention to offer life chances that are as good as those of their peers. We will raise their attainment and provide them with support to stay in education, employment or training. Equally as important is ensuring there are sufficient places for children to learn, and by 2023 we will need additional specialist provision so that vulnerable children and young people do not need to travel outside of Brent for their education.

More generally we need to raise people's skills and formal qualifications, and improve the below-average employment level. Although the situation has improved, household income in Brent is the third lowest in London.



EQUIPPED FOR THE FUTURE

Desired Outcome: Improvement in Key Stage results for Black Caribbean Boys; Looked-after children and care leavers

We will:

- Support the continued improvement of early years provision and schools – particularly helping the very small number which are still to achieve a “good” rating from Ofsted.
- Raise the attainment of particular groups and narrow the gap with their peers for:
 - Black Caribbean boys
 - Pupils with special educational needs and disabilities
 - Children and young people in the care of the council
 - Young people leaving our care and moving into becoming independent
 - Pupils at risk of being permanently excluded from school.
- Provide additional specialist places in mainstream schools for children with Special Educational Needs and Disabilities (SEND).



Desired Outcome: High level skills achievement; Increase in average wage

We will:

- Promote employment support and skills provision, including significantly increasing the take-up of apprenticeships.
- Ensure that residents can access affordable training and learning opportunities, so that they can secure and remain in employment and enhance their careers.

A future built for everyone, an economy fit for all



We have made huge strides in regenerating the borough, with thousands of new homes, hundreds of new jobs, and much-needed growth in our tax base, not to mention hundreds of millions of pounds spent in the local and regional economy. This is improving the lives of our residents and we will invest further to rejuvenate town centres and achieve high-value employment.

We must also ensure more affordable high-quality housing, for over 12,000 households currently in need. Having brought management of council housing back in-house, we are improving services to our tenants and leaseholders, and offering opportunities for meaningful engagement with them. We will encourage housing associations to do the same, and extend regulation to ensure private landlords offer decent standards for their tenants.

For those who do not have a home, Brent is well-placed to meet new legal duties to relieve and prevent homelessness. Against the overall trend across London, we have reduced the numbers of households in temporary accommodation, by developing alternatives such as increasing the supply of private rented accommodation Brent has amongst the highest numbers of households in TA in England so this will continue to be a challenge.

Brent has busy streets and town centres - we need to ensure we are able to keep our borough moving with well-maintained roads and pavements, effective parking controls, and improved public transport and cycling facilities.



A GREAT PLACE TO DO GOOD WORK

Desired Outcome: Increase inward investment into the borough achieved via the council

We will:

- Invest in Brent's town centres to reverse decline and support diversification, employment and enterprise.
- Explore more in-house and Brent-based options for services we provide.



GETTING REGENERATION RIGHT

Desired Outcome: Produce our new Local Plan, setting out our vision, priorities and areas for future development in the borough

We will:

- Ensure well-designed public spaces and buildings - such as the multi-storey Generator building at the Northfields site, -through master planning, environmental improvements, active community engagement and place management standards.
- Proactively shape and influence development within Old Oak and Park Royal, ensuring that the council's regeneration objectives for Harlesden and Willesden Junction are prioritised.



SOMEWHERE TO CALL HOME

Desired Outcome: Increase in housing supply; Reduction in number of households in temporary accommodation

We will:

- Bring forward sites (including for estate wide regeneration) to meet significantly rising housing need in Brent.
- Deliver 5,000 new affordable, good quality homes with decent space provision to high safety standards in the next five years, including:
 - Improving relationships with local housing associations so that they can contribute to this target
 - Building 1,000 of these homes directly, and
 - Aiming to ensure that 50% of housing built in Brent is affordable.
- Invest in our properties to ensure our residents live in homes which are of a high standard and fire-safe.
- Increase satisfaction with management services amongst our tenants and leaseholders.
- Use our relationships with housing associations in Brent to ensure they meet high standards for their tenants.
- Lobby for the extension of our selective licensing arrangements to more of the borough.
- Contribute to better health and wellbeing outcomes for homeless households, and reduce our use of temporary accommodation, instead placing them in private sector tenancies and properties secured and built by i4B.

GOING PLACES

Desired Outcome: Keep traffic moving and our roads and pavements in good repair.

We will:

- Provide responsive and well-targeted regulation of parking.
- Liaise with utility companies and developers to protect residents, businesses and visitors from unnecessary disruption due to works on our roads.
- Work with the Mayor to deliver the West London Orbital passenger line, with new stations in Neasden and Harlesden, providing better access to west and north London and Heathrow.
- Renew roads and pavements and continue to maintain the highway network through a planned programme of improvement.



A cleaner, more considerate Brent

The environment is a major factor in the quality of life for our residents, who have identified clean streets, parks and trees, and collection of waste and recycling, as three of the top five priorities that they value the most in Brent. However, in common with much of London, the quality of our air is not as good as it could or should be. Everyone in Brent has the ability to help do something about this, and the council can do its part through reducing its own emissions and encouraging others to do the same.

Despite the importance of the environment to everyone, a small number spoil our borough with littering and fly-tipping (illegally-dumped rubbish), and this is the top problem residents identify with their neighbourhoods. We collect illegally-dumped rubbish within a day of it being reported, and use every tool at our disposal to catch and prosecute those responsible – including a record one-off fine of over £36,000 for a business carrying out persistent illegal rubbish dumping. We will continue to pursue strong locality-based enforcement actions to deter such behaviour – and positively improve our environment with a greater variety of habitats in our parks.



THE AIR WE BREATHE

Desired Outcome: Improvement in air quality

We will:

- Prioritise a significant local improvement in air quality, creating a sustained reduction in air pollutants and respiratory diseases.
- Encourage people to use alternatives to cars for those journeys where it makes sense, by prioritising more walking and cycling routes, promoting sustainable means of transport and the health benefits of being more active.
- Significantly reduce carbon emissions and electricity costs due to our investments in LED technology for lighting.
- Seek to significantly increase the number of trees we plant on our streets, in our public spaces, and our award-winning parks.



AN ENVIRONMENT TO BE PROUD OF

Desired Outcome: Reduction in illegally-dumped rubbish

We will:

- Provide efficient and regular collection of household waste to ensure better recycling.
- Pursue strong local enforcement actions, to deter others from illegally dumping rubbish; and by working at a neighbourhood level, better target recognised hotspots for environmental nuisance.
- Promote biodiversity in our streets and parks, through tree-planting and the development of new and different habitats.

A borough where we can all feel safe, secure, happy and healthy

It is vital for the council to support our most vulnerable residents - safeguarding children and young people and helping vulnerable adults to be independent at home. We must also tackle health issues - 57% of residents are not physically active despite a large proportion feeling well-informed about opportunities. Only three other London boroughs have higher proportions.

Brent has a rich cultural history and heritage, and we were delighted to be awarded the title of London's 2020 Borough of Culture. We have ambitious plans to ensure that 2020 will bring Brent even closer together, with the benefits felt long afterwards, especially by young people.

Crime is falling in Brent, and residents are clear that safety is what they value most. However, we still have work to do to prevent crime and anti-social behaviour, as well as reducing the fear of crime - a quarter of residents do not feel safe after dark, with the most common reason being crime levels. As part of our increased focus on localities, we will better target anti-social behaviour in specific neighbourhoods and communities.



SAFE FROM HARM

Desired Outcome: Reduction in anti-social behaviour, the risk of harm and re-offending and a reduction in violent crime, including gang and knife crime

We will:

- Ensure children with additional needs receive early help and support when they need it, with integrated and coordinated services so that families only need to tell their story once to access the help they need.
- Target gangs, domestic abuse and serious youth violence, and make full and effective use of our modernised CCTV infrastructure – including enhanced recording, HD cameras and greater flexibility to help make Brent safer.
- Provide young people in our care with targeted support to help them lead fulfilling lives on their journey to independence.
- Tackle anti-social behaviour on a targeted neighbourhood basis.



INDEPENDENT AND DIGNIFIED

Desired Outcome: Support our most vulnerable adults, enabling them to choose and control the services they receive, remain independent and lead active lives.

We will:

- Support the families and carers of vulnerable adults to help meet their needs.
- Offer alternatives to residential care, through New Accommodation for Independent Living (NAIL), Community Mental Health Teams and exploring the opportunities offered by developing technology.
- Enable residents to return home earlier from hospital stays, and ensure providers of homecare and day care services focus on this too.
- Continue to integrate our services with those of the NHS where this benefits our residents.



ACTIVE AND HEALTHIER

Desired Outcome: Improve the health of Brent residents

We will:

- Get children and young people to be more active and reduce their sugar intake, in partnership with schools, the NHS, and the community.
- Encourage adults to take up physical activity, making use of improved facilities on offer in the borough, such as our leisure centres and the Gladstone Park tennis courts.
- Offer additional home visits for vulnerable families, support for breastfeeding, and help for overweight and obese children and families to manage their weight, through our new children's public health service.
- Refresh our approach to mental wellbeing, raising aspirations and tackling challenges as part of the Thrive LDN initiative.
- Support more people to recover from drug and alcohol problems with our Substance Misuse Service.



CULTURE TO TREASURE

Desired Outcome: Make Brent a place where culture is celebrated and vibrant

We will:

- Work to improve awareness of what our libraries have to offer and increase active borrowers.
- Deliver our ambitious London Borough of Culture 2020 programme, including:
 - Thoroughfair, a summertime street party celebrating Brent's historic transience with pop-up visual arts, dance, theatre and music commissions
 - No Bass Like Home, an affordable music festival and exhibition celebrating the musical legacy of the Windrush Generation and the musical ties between Brent and the Caribbean
 - Work with schools to enable every pupil to take part in a cultural experience during 2020, and
 - Ensuring a legacy which benefits generations to come, with a greater number of cultural enterprises, more pathways into cultural industries, and mentoring and work placement opportunities.
- Ensure all new development preserves and enhances our heritage, such as listed buildings, conservation areas and protected trees.

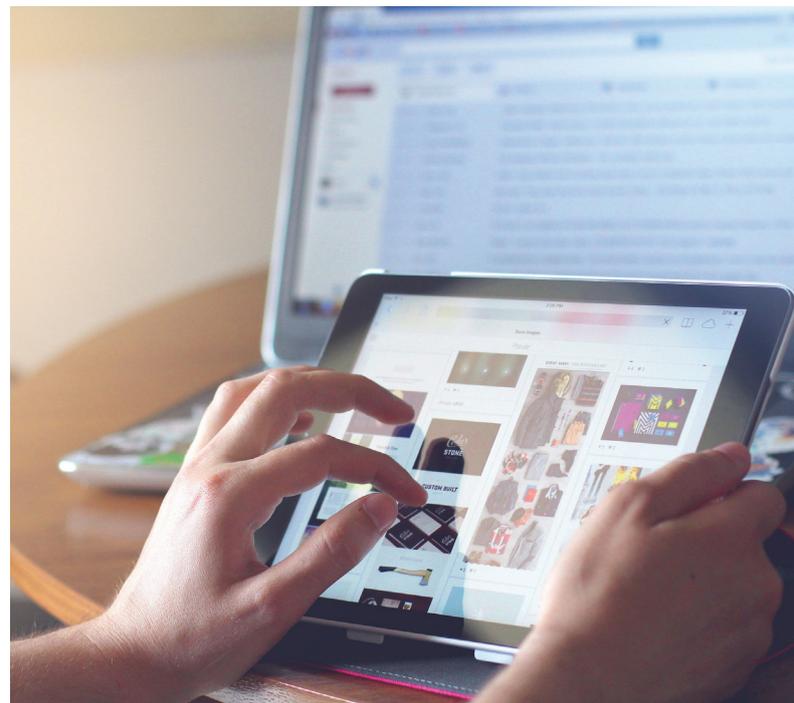


Strong foundations

About two thirds of our residents are satisfied with how the council runs things which, while positive, represents a slight decline from 2014. Whilst this may partly be a response to cuts in our budget by central government, we must work to improve satisfaction. To achieve our goals we must continue to utilise new technology, reduce avoidable contact and put residents more in control of services, redefining the “front door” through which residents contact the council. We will take advantage of the increasing pace of change and continue our journey to become a digital council and make Brent a digital place.

We will think carefully and creatively about the best ways to obtain value for money from our suppliers. Our community hub approach will mean developing the right skills and culture which emphasise managing commercial relationships, designing services, engaging with the community and partners and working more flexibly.

Brent is among the most diverse local authority areas in the country - our residents feel proud to live here, and agree that people from different backgrounds and cultures feel they get on well together. We must strengthen these bonds by engaging effectively with our communities. We will increase and widen attendance at our regular community engagement events in each of the borough’s localities, which will also help us better understand the views and needs of local people – only 37% believe the council listens to the views of local people, while 47% would like to be more involved in decisions made in their area. We will also work with voluntary sector organisations and help residents find opportunities to volunteer. As we move towards working around localities our approach will be increasingly centred on building the capacity and resilience of communities and helping them play an integral part in service delivery.



A DIGITAL BOROUGH

Desired Outcome: Enable residents to get online

We will:

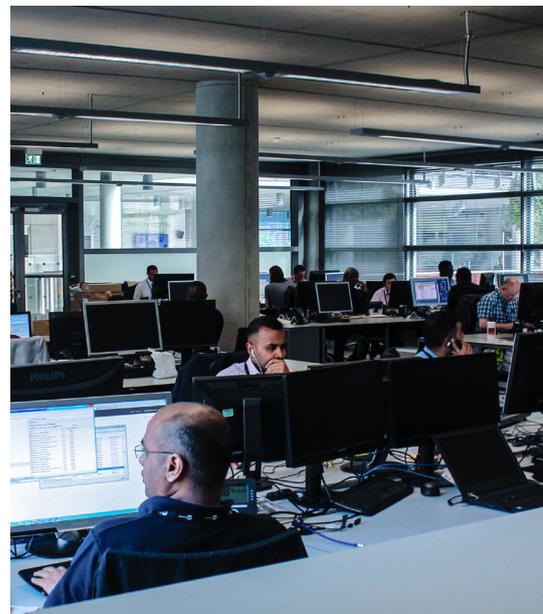
- Implement our Digital Strategy to ensure local residents, partners and businesses are able to thrive in the digital future.

EFFECTIVE AND EFFICIENT

Desired Outcome: Making every pound count

We will:

- Continue to develop the skills and culture required for new ways of working, particularly around commissioning and procurement, managing commercial relationships, designing services, and creating and implementing large scale changes.
- Make the best use of our buildings and property portfolio to support our priorities, focusing on making the best use of available space, supporting local areas and community groups, reducing our costs and increasing income, and delivering development opportunities.



MEETING LOCAL NEEDS

Desired Outcome: Building services around residents and their needs

We will:

- Roll out our innovative Family Hubs, bringing together different services to provide holistic support for children and their families.
- Roll out community hubs throughout Brent, supporting early intervention to help the most vulnerable residents with issues such as housing, debt, employment, and the transition to Universal Credit.
- Work with charitable organisations and local community initiatives including food banks, to ensure residents in need get help early; and understand and tackle the underlying causes of demand for these services.



ENGAGING COMMUNITIES

Desired Outcome: Increase in resident satisfaction; Increase in resident involvement

We will:

- Develop a new Community Engagement strategy based on new values and priorities for community cohesion, in consultation with local people.
- Engage with our communities more effectively, maximising online channels such as social media to increasing the number of residents involved, and ensuring two-way dialogue to enable them to shape services.
- Support local voluntary sector organisations and obtain best value from grant funding provided to them.
- Use our spending power to help support our local communities, setting out clear expectations and with even more of a focus on volunteering and community support as benefits from our contracts.
- Promote and encourage community involvement through neighbourhood-level environment services.
- Treat residents fairly and with respect, supporting those in hardship, and taking a tough stance on those who can afford to pay but refuse to do so.

Moving forward

Implementation and monitoring will be crucial to achieve our strategic priorities and make our vision for 2023 a reality. We have developed a set of targets which will help us record our progress.

We have created a delivery plan which sets out how we will implement our commitments in the first year of the Borough Plan.

Monitoring will be carried out through tracking the completion of actions in our delivery plan, as well as monitoring the targets above. These will be reported to the council's Cabinet every six months. Partners for Brent, our local strategic partnership, will also review progress at its annual meeting.

In this way, local people will be able to see for themselves that our ambitions for Brent, and their own, are realised.



DESIRED OUTCOMES

- Reduction in anti-social behaviour, the risk of harm and re-offending
- Reduction in violent crime, including gang and knife crime
- Support our most vulnerable adults, enabling them to choose and control the services they receive, to remain independent and lead active lives
- Improve the health of Brent residents
- Make Brent a place where culture is celebrated and vibrant

DESIRED OUTCOMES

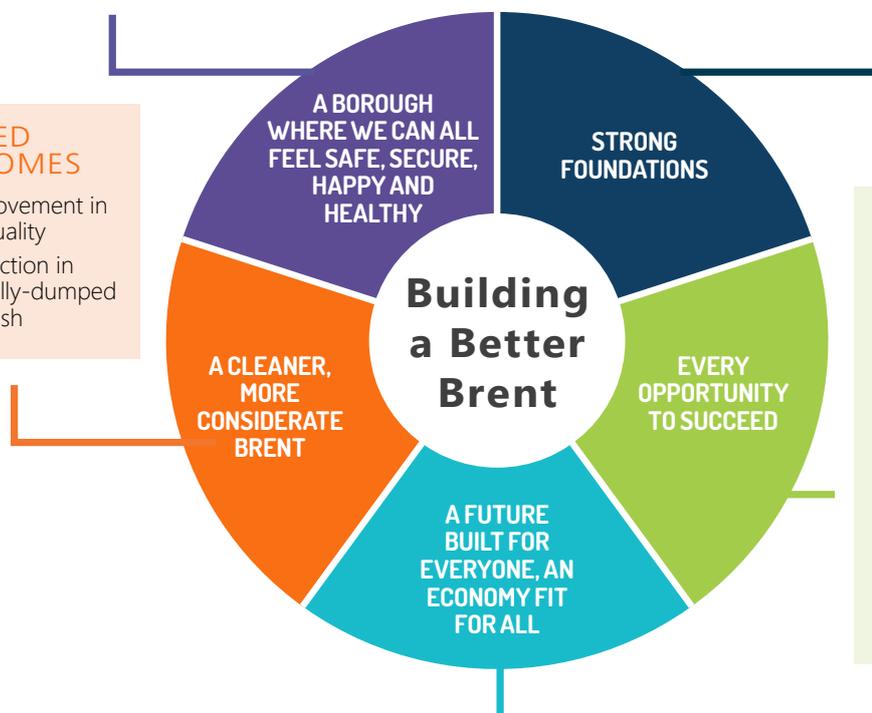
- Enable more residents to get online
- Making every pound count
- Building services around residents and their needs
- Increase in resident satisfaction
- Increase in resident involvement

DESIRED OUTCOMES

- Improvement in air quality
- Reduction in illegally-dumped rubbish

DESIRED OUTCOMES

- Improvement in Key Stage results for Black Caribbean Boys
- Improvement in Key Stage results for looked-after children and care leavers
- High-level skills achievement;
- Increase in average wage



DESIRED OUTCOMES

- Increase in inward investment achieved via the council
- Produce our new Local Plan, setting out our vision, priorities and areas for future development in the borough
- Increase in housing supply
- Reduction in the number of households in temporary accommodation
- Keep traffic moving and our roads and pavements in good repair

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Building a Better Brent

Delivery Plan for Year 1



Our strategic themes

The Borough Plan 2019-23 is the council's blueprint for Building a Better Brent. This delivery plan focuses on objectives for 2019/20, and will be updated annually to take account of changing priorities.

DESIRED OUTCOMES

- Reduction in anti-social behaviour, the risk of harm and re-offending
- Reduction in violent crime, including gang and knife crime
- Support our most vulnerable adults, enabling them to choose and control the services they receive, to remain independent and lead active lives
- Improve the health of Brent residents
- Make Brent a place where culture is celebrated and vibrant

DESIRED OUTCOMES

- Enable more residents to get online
- Making every pound count
- Building services around residents and their needs
- Increase in resident satisfaction
- Increase in resident involvement



DESIRED OUTCOMES

- Increase in inward investment achieved via the council
- Produce our new Local Plan, setting out our vision, priorities and areas for future development in the borough
- Increase in housing supply
- Reduction in the number of households in temporary accommodation
- Keep traffic moving and our roads and pavements in good repair

Every opportunity to succeed



2019/20 PRIORITY:

EDUCATIONAL ACHIEVEMENT OF BLACK CARIBBEAN BOYS

Most of Brent's ethnic groups perform well compared to either the same group nationally or to the national averages for all pupils.

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

If we are to achieve our value of equality for all communities,

we must address the gap in attainment and the impact on qualifications, aspirations and life chances. We must take a Contextual Safeguarding approach and recognise that the different relationships young people form in their neighbourhoods and schools can affect them.

With the under-performance of this group prevalent across most Brent schools, school leaders have collectively agreed that narrowing the attainment gaps must be an improvement priority. The Brent Strategic School Effectiveness Partnership Board submitted a proposal to invest funding to raise the Achievement of Black Caribbean Boys in Brent Schools to Schools Forum in June 2018. This was agreed and will help drive a Council wide partnership approach with schools to raise the achievement of Black Caribbean boys.

EQUIPPED FOR THE FUTURE

Desired Outcome: Improvement in Key Stage results

RO/Lead Member(s): Gail Tolley and Councillor Agha

Actions	Budget Considerations
<ul style="list-style-type: none"> • Development of Family Hubs in Brent as integrated service hubs for families, focusing on whole family working. Learning from good practice that has been identified in other parts of the country will provide targeted support for parents of Black Caribbean Boys including positive engagement with setting, and school attendance and achievement. • Support parents of Black Caribbean boys to access entitlements and support, including accessing to early years entitlements and the 30 hours free childcare offer. • Brent libraries to develop links and work with nurseries to target support to families of Black Caribbean Boys • Brent schools 'Raising Achievement of Black Caribbean Boys' project delivered by Brent Schools Partnership, including identification of a Black Caribbean Champion in each school and robust programme of training for groups of staff and school governors, development of online resources for parents on strengthening their role and contribution to improving their children's learning and progress. • Work with Young Brent Foundation to ensure that activities enhance the range of positive opportunities for Black Caribbean Boys • Developing Brent Start learning centres to include more targeted learning opportunities, pre-apprenticeship training for Black Caribbean Boys and new initiatives such as Moving On Up. • Targeting the council's support into employment programmes to reduce the proportion unemployed of Black Caribbean men • Designation of a Black Caribbean Champion in every school in Brent for a period of two years. The Champion will lead on the school's plan to improve outcomes for Black Caribbean pupils including monitoring its impact and engagement with parents. • Councillors and other community leaders to enable a community-led approach to positive opportunities for Black Caribbean Boys through community groups • Council decision-making processes including procurement and Neighbourhood Community Infrastructure Levy to build on current social evaluation criteria to promote targeted opportunities for positive activities, employment and training. • Housing team to develop tenancy audits and work with Residents Associations to develop understanding and awareness of contextual risks and positive opportunities for Black Caribbean Boys. • Borough of Culture team to consider additional activities in workstreams to promote positive peer networking opportunities, focusing on promoting these through the Young Ambassadors Programme • Actively engage the community in Brent Council led Public Health approaches to preventing youth crime including development of making Every Contact Count 	<p>Access to early years entitlements is supported through the Dedicated Schools Grant Early Years Block funding.</p> <p>'Raising Achievement' project funded through the Dedicated Schools Grant as agreed by Brent Schools Forum.</p>

2019/20 PRIORITY:

EDUCATIONAL ACHIEVEMENT OF LOOKED-AFTER CHILDREN AND CARE LEAVERS

Local authorities have a duty under the Children Act 1989 to safeguard and promote the welfare of a child looked after by them. This includes a specific duty to promote the child's educational achievement, wherever they live or are educated. The Children and Social Work Act 2017 extends this duty to include Care Leavers.

Nationally, although some Looked-After Children (LAC) do well, their average attainment is much lower than that of their peers.

In Brent, 11% of Key Stage 4 LAC achieved the national average of grade 4 or above in 5 subjects including English and Maths. At Key Stage 2, 29% of LAC achieved the national average of level 4 in reading, writing and numeracy.

The Care Leaver Offer agreed by Cabinet in January 2018 sets out how the council will support care leavers to achieve their full potential, through education, employment and training, housing, finances and relationships.

EQUIPPED FOR THE FUTURE

Desired Outcome: Improvement in Key Stage results

RO/Lead Member(s): Gail Tolley and Councillor Agha

Actions	Budget Considerations
<ul style="list-style-type: none"> • Train Brent foster carers as education mentors and champions for the highest aspirations for Brent LAC • Ensure LAC are confident in basic skills before starting GCSE curricula through an extended programme of support in Years 6, 7 and 8. • As Corporate Parents, ensure LAC have a chance to re-sit GCSEs where they have just missed the pass mark. • Virtual School to strengthen relationships with the leadership of all schools in Brent, including those where no LAC are currently placed. • Virtual School to ensure strong partnerships with all schools, including those outside of Brent, where Brent LAC are placed. • Secure relationships with the highest-performing Alternative provisions in and out of London, to ensure that all Brent LAC are supported to achieve academic success. • Develop best practice and ensure a full enrichment offer, using new resources including those funded by John Lyons Foundation. • A job coach through the council's partnership with Brent Works to help Care Leavers get into employment, training or an apprenticeship scheme within the council or elsewhere. • A traineeship programme offered twice a year in partnership with Brent Employment Skills & Enterprise for all care leavers who do not have the required qualification and skills to apply for an apprenticeship scheme • Access for Brent Care Leavers to a nominated tenancy officer to assist with tenancies and commitment to avoid Care Leavers being made intentionally homeless in Brent, ensuring Care Leavers get a second chance if they run into problems with a tenancy. • Care Leavers to be supported by the council to become financially independent, including support with getting official documents, setting up bank accounts / accessing Junior ISAs and in exceptional emergencies providing financial support. • Workshops to inform LAC and Care Leavers more about participation in society and having their voice heard, led by the Chief Executive. 	<p>The actions set out are funded from current Virtual School budget within CYP.</p> <p>Virtual School budget includes Pupil Premium grant funding, received from DfE</p>

2019/20 PRIORITY: HIGH VALUE EMPLOYMENT

Brent has an employment rate of 71.3%, which is below the London average of 74%. Household income is also the third lowest in London.

Over 8% of Brent residents have no formal qualification and a higher proportion have 'low skills' (Level 2 or below) and require access to training in order to move into or progress in employment.

EQUIPPED FOR THE FUTURE Desired Outcome: High Level skills achievement RO/Lead Member(s): Amar Dave, Councillors Tatler and Agha	
Actions	Budget Considerations
<ul style="list-style-type: none"> • Devolution of the Adult Education Budget (AEB) and utilisation of the apprenticeship levy need to be levered by the council and with employers to develop skills pathways with industry to enable progression and increase productivity. • Brent is commissioning support to young people in schools and young unemployed residents 18-30 years of age via Tech Mix (a social enterprise), to give them greater access to creative and tech industry careers. • Brent Works to develop a partnership with Higher and Further Education training providers to support Brent residents into apprenticeships that provide progression of training and pay. • Implement new Local Plan policy to require action on Employment, Apprenticeship and Training Plan for all major developments, to be prepared in partnership with the council 	<p>Funding will be sought from external sources of grant coupled with use of Adult Education budget to expand the creative and tech employment programme, following the pilot phase being delivered in 18-19/19-20.</p> <p>The proposed partnership to develop higher skilled apprenticeships is being delivered within existing resources (not council revenue funding). Upscaling this programme would require additional investment from council or external funding sources.</p>

EQUIPPED FOR THE FUTURE Desired Outcome: Increase in average wage RO/Lead Member(s): Amar Dave, Councillors Tatler and Agha	
Actions	Budget Considerations
<ul style="list-style-type: none"> • Brent Start will support over 2000 residents each year to develop their skills, including an expanded digital skills offer, ESOL, English, Maths and employability skills. • Seek official status as an 'Outstanding' provider of adult education. • Brent Works will continue to generate employment and apprenticeship opportunities through construction and other sectors, seeking to support career pathways to high skill levels. This includes brokering opportunities via Section 106 Agreements with developers and via Social Value contract agreements through the council's procurement. • The council will lead by example recruiting apprentices to not only offer entry level roles within the organisation, but support progression in work and salaries. This is made possible by the Apprenticeship Levy, which can pay for training at higher skill levels across many roles. Aim for at least 2.3% of the workforce to be apprentices, and care leavers will be supported to access 5 opportunities per annum. • The Living Room employment team will provide support embedded into Community Hubs in the borough, also assisting residents to access other employment and skills services such as the Work and Health programme, Brent Start, and Brent Works. • Following the success of the jobs event at Wembley Stadium in October 2018, with nearly 1800 attendees, an annual event will be planned to bring together local employers and residents to help people to access recruitment and training opportunities. • The West London Work and Health Programme is being made accessible via Community Hubs. Provision enables in-depth support for residents with a range of needs that can act as barriers to work. • A Work and Health Outcome Based Review is being commissioned by the Health and Wellbeing Board, with input from adult social care, the Clinical Commissioning Group, the DWP, and Employment and Skills team. This will identify the scale of demand, assess existing provision, and make recommendations for future commissioning activity of partners. 	<p>Brent has secured funding via the Flexible Learning Fund with delivery beginning in 18-19.</p> <p>The West London Alliance boroughs will seek to resource an extension of the Flexible Learning Fund progression project, utilizing the devolved Adult Education Budget and other external grant sources.</p>

A future built for everyone, an economy fit for all



2019/20 PRIORITY: REGENERATION

Regeneration offers the opportunity for us to address social and economic needs across the borough. We will ensure Brent continues to benefit from significant investment in regeneration at all corners of the borough, bringing jobs, housing and other key

services. 2019 is an important year for the development of our Local Plan, where involvement of the local community will be a key component in its success.’

A GREAT PLACE TO DO GOOD WORK	
<p>Desired Outcome: Increase level of inward investment achieved via the council</p> <p>RO/Lead Member(s): Amar Dave, Councillors Tatler and Agha</p>	
Actions	Budget Considerations
<ul style="list-style-type: none"> • Capital West London inward investment programme being delivered by White Label Creative on behalf of the West London Alliance, launched formally on the 30th October at the West London Growth Summit at Brent Civic Centre. • Support to be provided by the Brent Business Board, delivered through social media campaigns – supplemented by the new Brent for Business website. • Commissions underway for Willesden, Church End and Harlesden to consider diversification in town centres, including opportunities for workspace for growth and higher skilled industries. • Secure the delivery of workspaces (inc. affordable workspace) in new developments in appropriate locations by applying Local Plan policies. • Explore options to make direct investment in the provision and operation of workspace. • Protect existing Local and Strategic Employment sites and via site allocations and masterplanning seek intensification of workspace • Enterprise hubs will be created in each growth area. The hub in South Kilburn will be protected. In other growth areas 10% of new employment floorspace within major developments exceeding 3000sqm is to be managed affordable workspace (as noted in the draft Local Plan Preferred Options; wording subject to change) • Identify the most prominent pavements in need of repair, develop a planned programme for renewal and improvement, secure the funding necessary to sustain the work. 	<p>Further intervention by the council to deliver workspace in town centers / growth areas may require bids for capital.</p> <p>This could be via Capital Programme governance and/or alternative external funding, such as future rounds of Greater London Authority capital funds, or national programmes such as the Strategic Investment Fund (in support of industrial strategies – currently in development), or the newly announced Future High Street Fund.</p> <p>Funding details to be agreed -The Generator, Northfields: 17000 sqm of employment workspace, including affordable.</p>

GETTING REGENERATION RIGHT	
<p>Desired Outcome: Produce our new Local Plan, setting out our vision, priorities and areas for future development in the borough</p> <p>RO/Lead Member(s): Amar Dave, Councillors Tatler, and Agha</p>	
Actions	Budget Considerations
<ul style="list-style-type: none"> • Produce an updated consultation statement, setting out all issues raised by the public and how we will address them. • Produce a publication version of the plan and invite comments 	<p>Within existing budgets</p>

2019/20 PRIORITY: HOUSING SUPPLY

Increasing Housing Supply

The housing target for Brent is expected to rise from 1525 to 2915 per annum (91% increase). This includes a greater emphasis on unidentified small sites. Affordable housing grant rates as a proportion of development costs have been at historic lows.

There are 12,200 households currently in affordable housing need in Brent. Of these, 3,657 currently occupy housing that does not meet their needs, mainly due to overcrowding. Providing suitable alternatives for these will enable them to vacate their existing housing, which can be re-allocated.

Of the current cohort of over 2,300 homeless households living in TA, 55% were accepted pre Localism Act. The only way to end the duty for these households is an offer of social housing. An increased supply of social housing would greatly assist in this.

Reduction of number of households in Temporary Accommodation

Although the council has had some success, Brent still has one of the highest numbers of households in TA in the country. The majority of homeless households living in TA are in Band C and face long waiting times.

There is an insufficient supply of affordable PRS accommodation in Brent. Some homeless households are therefore still placed in TA.

Since the implementation of the Temporary Accommodation Reform Plan, a number of other initiatives have been developed to help with the continued reduction of the number of Households in TA.

It is not possible to project future levels demand - homeless acceptances will depend on a range of factors outside the council's control e.g. changes to national homelessness policy and legislation and the behaviour of the housing market.

SOMEWHERE TO CALL HOME

Desired Outcome: Increase in housing supply

RO/Lead Member(s): Phil Porter, Councillor Southwood

Actions	Budget Considerations
<ul style="list-style-type: none"> • Bring forward sites (including for estate-wide regeneration). • Improve relationships with local housing associations to contribute to the council's target for affordable homes. • Deliver 13 agreed affordable units – Willesden Green Garages in 2018/19. • 77 agreed affordable units – Olympic Office Centre in 2018/19 • 5 agreed affordable units – Afrex House in 2018/19. • 1015 agreed affordable units – Northfields in 2018/19. • 15 agreed affordable units – 6-8 Coombe Road in 2018/19. • Start on site of 817 new affordable homes in the periods 2019/20, 2020/21 & 2021/22. • Develop a strong pipeline of new affordable homes up to and beyond this time frame in order to continue to deliver the above targets. • Retain a planning policy within the council's draft Local Plan of requiring all new developments consisting of 10 units or more to contain overall at least 50% affordable housing, however developers who offer at least 35% affordable homes are likely to see their proposals approved in view of the GLAs fast track arrangements for planning applications. Policy target for the tenure split between types of affordable housing is 70% rented and 30% intermediate tenures (shared ownership). • Continue to support Registered Providers to encourage greater local investment in Brent both in their efforts to secure grant funding from the GLA and via the planning process. The council intends that the borough remains a positive environment for Registered Providers to work and continues to support the delivery of affordable housing. 	<p>Schemes developed via 3rd parties (RPs) will require staff support in relation to planning, etc.</p> <p>Larger regen. sites led by the council require significant capital investment</p> <p>£65m in GLA grant allocation, supported by council investment in the order of £150 million.</p>

SOMEWHERE TO CALL HOME

Desired Outcome: Reduction of the number of households in Temporary Accommodation

RO/Lead Member(s): Phil Porter, Councillor Southwood

Actions	Budget Considerations
<ul style="list-style-type: none"> Continue to work with households at risk of homelessness to resolve their housing needs by securing alternative accommodation in the Private Rented Sector (PRS) before they actually become homeless, and avoid the need for TA. Continue to allocate 70% of social housing units that become available for letting to homeless households accepted before the implementation of the Localism Act 2011. Continue to increase supply of affordable PRS accommodation to end the main homelessness duty by through i4B. Continue the work being undertaken with Notting Hill Genesis, Network and Shepherds Bush Housing Associations under the Housing Associational Leasing Scheme (HALS). The scheme makes it possible to pay landlords of HALS properties a more attractive lease rent, which allows the properties to be retained, and the TA portfolio to be expanded at reduced cost to the council. Embed the work of "Capital Letters", a joint endeavour between a group of London boroughs to jointly procure affordable Private Rented Sector accommodation across London, delivering at least the same level or potentially more PRS accommodation. 	<p>Current funding streams available to the council are sufficient to cope with the anticipated increase in demands. Medium to long term funding for these new duties is less certain. If the council is not successful in preventing more households from becoming homeless, & meeting demand for affordable housing from homeless households in the PRS, use of TA will grow. With no certainty of the future funding arrangements through the Flexible Homelessness Support Grant (FHSG), this will lead to significant pressures on the General Fund</p> <p>This is being consulted on until Jan 2019 - final agreement next year.</p>

2019/20 PRIORITY: ROADS AND PAVEMENTS

Keeping Brent moving with well-maintained roads and pavements

GOING PLACES

Desired Outcome: Keep traffic moving and our roads and pavements in good repair

RO/Lead Member(s): Phil Porter, Councillor Southwood

Actions	Budget Considerations
<ul style="list-style-type: none"> Identify the most prominent pavements in need of repair, develop a planned programme for renewal and improvement and secure the funding necessary to sustain the work. 	<p>Funding to be secured</p>

A cleaner, more considerate Brent

2019/20 PRIORITY: IMPROVE OUR ENVIRONMENT

As with much of London, the air quality in Brent is not as good as it could or should be. We will seek to reduce local air pollution as much as practicable to meet and exceed national air quality

objectives. We will also do more to keep Brent free from illegally-dumped rubbish, as this is a top problem identified by residents.

THE AIR WE BREATHE Desired Outcome: Improvement in air quality RO/Lead Member(s): Amar Dave, Councillor Krupa Sheth	
Actions	Budget Considerations
<ul style="list-style-type: none"> • Seek to double the number of trees we plant on our streets and in our public spaces • Identify locations that would most benefit from new tree planting, particularly as mitigation of air quality concerns (lan please delete this from 'a future built for everyone') • Identify the most suitable species for each location, and funding needed to support the programme 	<p>It is estimated that additional revenue provision of £65k p.a. would be sufficient to ensure that the Council could double the number of new trees it plants, in comparison to the average for 2014/18. Community Infrastructure Levy resources could also contribute to achieving this target, but it is may not be possible to make a commitment in respect of tree planting schemes prior to the submission of bids.</p>

AN ENVIRONMENT TO BE PROUD OF Desired Outcome: Reduction in illegally-dumped rubbish RO/Lead Member(s): Amar Dave, Councillor Krupa Sheth	
Actions	Budget Considerations
<ul style="list-style-type: none"> • To tackle litter and dumped rubbish, we will organise at least one Community Day of Action in each of our five neighbourhoods every three months. 	<p>Within existing budgets</p>

A borough where we can all feel safe, secure, happy and healthy



2019/20 PRIORITY:

CRIME PREVENTION AND COMMUNITY SAFETY

Crime Prevention and Community Safety are hugely important for the borough. The 2018 Resident Attitudes Survey suggested that the most important issue local residents valued was that Brent was 'a safe area, free from crime and bad behaviour'. This was also the option that the highest number of respondents wanted to see the council spend money on.

In August, Cabinet agreed the new Community Safety Strategy 2018-2021 which outlines further detail on the main priorities of the Community Protection team.

SAFE FROM HARM Desired Outcome: Reduction in Anti-Social Behaviour, the risk of harm and re-offending RO/Lead Member(s): Amar Dave, Councillor Miller	
Actions	Budget Considerations
<ul style="list-style-type: none"> Street-based council Task Force developed, targeting hotspot locations and enforcing fines/warnings for street drinkers and open drug markets. Develop Online Watch Link (OWL) infrastructure and process to increase comms and engagement to community and businesses. Promote reporting. Enhanced targeted offender management through more streamlined processes and increased team numbers (since BHM and Core ASB team merged.) Develop Local Joint Action Process for more aligned approach with new Policing BCU model. Increased prostitution outreach workers to work with Police to reduce nuisance premises re brothels and on street sex work. 	<p>Outreach work to reduce prostitution, to try and build capacity re MOPAC funding by seeking additional funding.</p> <p>Continued resourcing of out-of-hours joint enforcement work and/or expansion of patrol teams that issue FPNS</p> <p>Reduction in policing numbers and Partnership Tasking Team resource may affect level of enforcement.</p> <p>Community Safety team to resource admin support for new online platform (OWL)</p>

SAFE FROM HARM Desired Outcome: Reduction in violent crime / Gang and knife crime – Police Driven Response RO/Lead Member(s): Amar Dave, Councillor Miller	
Actions	Budget Considerations
<ul style="list-style-type: none"> Community Safety Team to support Police Tasking meetings to promote and advocate for SBP priorities to be targeted and hotspot locations. Support stop and search. Community Safety (on behalf of Safer Brent Partnership) coordinate and govern the Partnership Knife Crime Action Plan, ensuring partners held to account and actions progressed. Increase SmartWater roll out for all BHM properties. 	<p>Wider YOS spend on knife crime-related programmes.</p> <p>Brent MOPAC London Crime Prevention fund allocation spends £326k per year on knife and wider serious youth violence related interventions.</p>

SAFE FROM HARM

Desired Outcome: Reduction in violent crime/increased prevention - council/partnership driven response

RO/Lead Member(s): Amar Dave, Councillor Miller

Actions	Budget Considerations
<ul style="list-style-type: none"> • Bid for street-based outreach mentor team to better engage young people not yet known to services. • Develop out-of-hours engagement provision for enhanced YP engagement. • Review voluntary sector intervention services for more targeted location-based intervention. • Develop predictive model for daily operational tool to be in operation, better identifying those YP at risk and highlighting vulnerable locations. • Develop training packages on violence and vulnerability issues for more targeted wrap-around and current information for front line staff. • Advocate for MOPAC to fund Redthread provision at NWP, or source health based funding to fund Redthread in NWP. • Project to prevent offending or reoffending, working in partnership with Community Safety and CRC (probation), through funding secured from Department for Work and Pensions). Lead by Employment, Skills and Enterprise team. Outputs will include 30 participants on a programme of training and wider experiences, with access to employment at completion. Also 15 mentors training to form a new network to support people at risk of offending. • Engage with the pan-London Rescue and Response programme to better identify young people engaging in county lines. Ensure referring into the programme and raising awareness of the issues to staff in Brent. 	<p>Bid for street based outreach mentor team through Young Londoners MOPAC funding.</p> <p>Out-of-hours engagement provision for enhanced YP engagement through LCPF funding or sourcing additional funding to bridge the gap.</p> <p>Review of voluntary sector intervention services through MOPAC LCPF funding 2019-21.</p> <p>Brent supporting and leading on the coordination of the pan London County Lines Rescue and Response programme.</p>

2019/20 PRIORITY:

SUPPORTING OUR MOST VULNERABLE RESIDENTS

The New Accommodation for Independent Living (NAIL) scheme was developed to ensure vulnerable residents with Care Act-eligible needs can have their care delivered closer to home

and within their own communities. Over 400 units have already been delivered as of April 2019, but with increasing demand and complexity of need, further units will be required.

INDEPENDENT AND DIGNIFIED

Desired Outcome: Support our most vulnerable adults, enabling them to choose and control services they receive, remain independent and lead active lives

RO/Lead Member(s): Phil Porter, Councillor Southwood

Actions	Budget Considerations
<ul style="list-style-type: none"> • Identification and delivery of an additional 137 NAIL units • 4 additional large (40+) Extra Care supported living schemes to be identified and prioritised for development 	<p>£65m in GLA grant allocation, supported by council investment in the order of £150 million</p>

Strong foundations



2019/20 PRIORITY: EMPOWERING COMMUNITIES

Enable residents to get online

We are transforming into a digital borough in line with modern expectations. Services will be more accessible and personalised, helping residents to make better informed choices. This, alongside the council's new telephony system, development of a localities working approach and general pace of change mean this is a good point to redefine the council's 'front door'. This is happening through a comprehensive Customer Services Access Review being undertaken with Resources.

Our online customer platform will allow a targeted channel shift programme of communications with residents to get them signed up online, put them in control of their relationship with services and removing significant telephone traffic. Contact centre resources will be able to focus on the customer experience and value-added services such as aftercare follow ups. The CSC is increasingly operating on a self-service basis with digital assistance available to those who need support to use digital services. This approach will be adopted by other services as the digital strategy is implemented.

Roll-out of Community Hubs will be aligned to the channel shift programme, with these providing frontline support and help for the vulnerable to access services.

Increase in resident satisfaction

The 2018 Residents Attitudes Survey outlined that satisfaction with the council has slightly decreased. Whilst this may be expected given recent budget cuts, results need to be addressed and trends analysed to put improvement plans in place.

Increased in resident involvement

Brent Connects forums are one of the primary ways residents can be involved with decision-making. However, many forums see lower-than-hoped-for attendance levels, and often attract the same residents rather than being a mechanism to reach out to the wider community. A refreshed attempt to drive up attendance is required.

A DIGITAL BOROUGH Desired Outcomes: Enable residents to get online; Building more services around residents and their needs RO/Lead Member(s): Peter Gadsdon and Althea Loderick, and Councillors McLennan and Southwood	
Actions	Budget Considerations
<ul style="list-style-type: none"> • Create a purposeful online customer accounts system allowing residents to customise their account. • Establish MS Dynamics as a safe and secure portal that will include personal data and verification documents, such as passport biometric, making payments, booking a service, etc. • Complement the Dynamic platform that has already been built for the Housing Management call centre which will allow the option of consolidating the 2 contact centres in 2020. • Roll-out of the extended Community Hubs model to be completed in 2020. • Establish KPIs to measure against targets. 	<p>Digital programme has £5.6m funding agreed by Cabinet in 2017 for strategy implementation by 2020. The digital roadmap is part of this wider programme of work.</p> <p>Cabinet has also agreed funding for community hubs identified from existing council budgets. Aim is for the hubs to reduce costs to the council over time, by intervening early in complex cases, preventing the escalation of issues.</p>

EFFECTIVE AND EFFICIENT Desired Outcome: Making every pound count RO/Lead Member(s): Althea Loderick, and Councillors McLennan	
Actions	Budget Considerations
<ul style="list-style-type: none"> • Undertake a review of our commissioning and procurement arrangements in order to make efficiency savings and deliver social value 	<p>Within existing budgets</p>

ENGAGING COMMUNITIES

Desired Outcome: Increase in resident satisfaction

RO/Lead Member(s): Carolyn Downs, Peter Gadsdon, Gail Tolley, and Councillors Butt and Southwood

Actions	Budget Considerations
<ul style="list-style-type: none">• Extension of community hubs across all Brent Connects areas by 2020.• Implement the building blocks to the Localities Strategy by 2020, with the logistics embedded by 2023.	Within existing budgets

ENGAGING COMMUNITIES

Desired Outcome: Increase in resident involvement

RO/Lead Member(s): Carolyn Downs, Peter Gadsdon and Councillors Butt and Hirani

Actions	Budget Considerations
<ul style="list-style-type: none">• Implement the findings of the Community Engagement and VCIF review currently being undertaken• Establish ways for greater resident involvement in decision making• Better targeting of the council's grants programme locally through Brent Connects	Within existing budgets

 <p>Brent</p>	<p>Full Council 25 February 2019</p> <hr/> <p>Report from the Director of Legal and HR</p>
<p>Changes to the Constitution</p>	

Wards Affected:	N/A
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	Three: Appendix 1 Amendments to Constitution Procedural Rules Appendix 2 Amendments to Scrutiny Procedure Rules & Terms of Reference Appendix 3 Amendments to Planning Petition Rules and Terms of Reference
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Debra Norman, Director of Legal and HR Services, Tel: 0208 937 1578 Email: Debra.Norman@brent.gov.uk

1.0 Purpose of the Report

- 1.1 This report proposes a number of changes to the Council's Constitution. These affect the items of business at full Council meetings, the scrutiny committee structure, the process for creating certain senior management posts and the petition threshold for referral to the Planning Committee.

2.0 Recommendations

- 2.1 To approve the changes to the Constitution proposed in this report and/or contained in the Appendices, in the case of the amendments relating to the scrutiny committee structure, this is subject to Council agreeing a reduction in the number of scrutiny committees as part of the budget item on the same Council agenda as this report.
- 2.2 To authorise the Director of Legal and HR Services to amend the Constitution accordingly, including making any necessary incidental or consequential changes.

2.3 To note that, to the extent that the changes relate to executive functions of the Council, they have been approved by the Leader.

3.0 Detail

Items at full Council

3.1 A number of changes were made in respect of items at Full Council at the Council meeting in July 2018. There have been two subsequent Council meetings where the new arrangements have been followed. It is now proposed that the new arrangements be fine-tuned to reduce some duplication and ensure Council meetings can be concluded in a timely manner. The changes are set out in Appendix 1, which also sets out the new standard agenda order for ordinary full Council meetings.

3.2 These are the proposed changes:

(a) Report from Leader or Members of the Cabinet

It is proposed that the introduction of this item to be shortened and the question section to be removed.

Instead, it is proposed that the '**Questions from the Opposition and Non Cabinet Members**' item be moved to follow directly on from this item. 30 minutes are allocated for questions to the Cabinet under this item.

(b) Reports from the Chairs of the Scrutiny Committees

In the event there is a reduction in the number of Scrutiny Committee, the time for this item will be reduced to 12 minutes.

(c) Order of Business

The standard order of business to be changed to move all the items directly involving the public to the start of the meeting and to move the non-Cabinet member question time as described above.

Scrutiny Committee Changes

3.3 The budget report on the same agenda as this report proposes that the number of Scrutiny committee be reduced from 3 to 2 for the next municipal year. If this is agreed, it is proposed that Housing scrutiny functions are returned to the Community and Wellbeing Scrutiny committee which was responsible for them prior to the decision to reintegrate Brent Housing Partnership.

3.4 The changes necessary to achieve this are in Appendix 2.

Operational Director and More Senior Officer Posts

- 3.5 It is currently necessary for a report to be approved by Cabinet if changes are made to an Operational Director or more senior post. This can cause delay in restructures and in recruitment and it is proposed instead that in future such decisions can be made by the Chief Executive in consultation with the relevant Cabinet member(s). It is proposed that this continue to be on the basis of a written report to ensure that the reasons and implications of the changes are recorded. The Chief Executive will be able to refer the matter to members in an appropriate case. In the event that the changes proposed are part of proposals that would be likely to result in a very significant change in the model of service delivery, the matter would have to be referred to members in any event in accordance with Part 3 paragraph 10.1(k).
- 3.6 The minor change required to achieve this is set out in Appendix 1.

Planning Petitions

- 3.7 Standing Orders contained within the Council Constitution provide that for planning applications and other planning issues, there must be at least 10 signatures before a petition is considered by the Planning Committee. This requirement is repeated in the Planning Committee terms of reference. The position in respect of other petitions is that they are only referred to members if the number of signatures exceeds 51.
- 3.8 It is proposed that the position for petitions relating to planning applications be aligned with that for other petitions. The Planning Committee should deal with the largest and most strategic applications which require a greater level of public scrutiny; rather than smaller scale applications which may only raise local, rather than strategic issues. Big committee agendas increase use of both Councillor time and council resources in terms of preparation, presentations, administration and the general conduct of the Committee meeting; which as things currently stand, is not always the most effective and/or proportionate way of addressing such issues.
- 3.9 Items which are referred to the committee should warrant consideration by the committee. The threshold for planning objections triggering referral to the committee was increased from 3 to 8. Identical or proforma letters or emails are not treated as objections but as if they were signatures on a petition. Requiring only 10 signatures to a petition, which are easier to obtain than separate objections, can result in minor applications being considered by the Committee. This has related to around 3 applications over the past year and there is clearly scope for this to increase.
- 3.10 If this change is agreed, officers would consider petitions with up to and including 50 signatures and if the officer felt it was more appropriate for the Planning Committee to consider the application, the Head of Planning would still have the discretion to refer the matter to the committee. The provision for referral of applications to the committee where requested in accordance with the Constitution by at least 3 councillors will remain in place.

3.11 The amendments to the constitution required to give effect to this are contained in Appendix 3.

4.0 Financial Implications

4.1 The proposals in relation to the reduction in the number of scrutiny committees arise from the budget item on the same Council agenda as this report. There are no other financial implications directly arising from this report.

5.0 Legal Implications

5.1 These are contained in the body of the report.

6.0 Equality Implications

6.1 Under section 149 of the Equality Act 2010, the council has a duty when exercising its functions to have “due regard” to the need to eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act, advance equality of opportunity and foster good relations between persons who share a protected characteristic and persons who do not. This is the public sector equality duty. The protected characteristics are age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

6.2 “Due regard” is the regard that is appropriate in all the circumstances. The weight to be attached to the effect is a matter for the council. As long as the council is properly aware of the effects and has taken them into account, the duty is discharged. Depending on the circumstances, regard should be had to the following:

- the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic. In other words, the indirect discriminatory effects of a proposed decision;
- the need to remove or minimise disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic;
- the need to take steps to meet the needs of persons who share a protected characteristic that are different from the needs of persons who do not share it. This includes taking account of disabled persons’ disabilities. There can be a positive duty to take action to help a disabled person. What matters is how they are affected, whatever proportion of the relevant group of people they might be;
- the need to encourage persons who share a protected characteristic to participate in public life (or in any other activity in which participation by such persons is disproportionately low); and
- the need to tackle prejudice and promote understanding.

6.3 No equalities implications arise directly from this report.

7.0 Consultation with Ward Members and Stakeholders

7.1 The proposals in this report have been considered by the Council's Constitutional Working Group.

8.0 Human Resources/Property Implications (if appropriate)

8.1 None.

Background Papers

None

Report sign off:

DEBRA NORMAN
Director of Legal and HR

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PART 2

Procedural Rules

30. Ordinary Meetings

Unless otherwise provided in these Standing Orders the order of business at ordinary meetings of Full Council except those concerning the Council tax setting shall be:-

(a)* **Absence of Mayor:**

To choose a person to preside if the Mayor ~~or Deputy Mayor~~ is absent.

(b)* **Business required to be dealt with first:**

If necessary, to deal with any business required by statute to be done before any other business.

(c) **Minutes:**

To approve as a correct record and sign the minutes of the last meeting or meetings of Full Council.

(d) **Declarations:**

Declaration by members of any personal and prejudicial interests and disclosable pecuniary interests in any matter to be considered at the meeting.

(e) **Mayor's announcements (including petitions received)**

(f) **Business from previous meetings:**

If necessary, to dispose of any business remaining from the last meeting of Full Council.

(g) **Appointments to Committees and Outside Bodies and Appointments of Chairs/Vice Chairs**

If necessary, to agree appointments to committees and outside bodies and to agree the appointment or replacement of Chairs and/or Vice Chairs of committees.

~~(h)~~ **Reports from the Leader or members of the Cabinet**

To receive reports from the Leader or Cabinet in accordance with Standing Order 31.

Annual report from the Leader

~~To receive an annual report from the Leader in accordance with Standing Order 38.~~

(h) Deputations

To enable deputations by Members of the public in accordance with Standing Order 32.

(i) Questions from members of the public

To enable questions from members of the public to be put to members of the Cabinet in accordance with Standing Order 33.

(j) Petitions

To enable members to reference petitions received and for there to be a debate on a petition which attracts more than 200 signatures in accordance with the Council's petition rules and Standing Order 66.

~~Non-Cabinet members' debate~~

~~To enable non Cabinet members to debate an issue of relevance to Brent in accordance with Standing Order 34 and to receive the report of the relevant Lead Member on any follow up action following the previous non-Cabinet members' debate.~~

(k) Annual report from the Leader (if applicable)

To receive an annual report from the Leader in accordance with Standing Order 38.

(l) Reports from the Leader or members of the Cabinet

To receive reports from the Leader or Cabinet in accordance with Standing Order 31.

(m) Questions from the Opposition and other Non Cabinet Members

To enable questions to be put to the Cabinet in accordance with Standing Order 35.

(n) Reports from the Chair of the Scrutiny Committees

To receive reports from the Chairs of the Scrutiny Committees in accordance with Standing Order 36.

(o) Report from the Vice-Chair of the Audit and Standards Advisory Committee

To receive a report from the Vice-Chair of the Audit and Standards Advisory Committee in accordance with Standing Order 37.

(p) Non-Cabinet members' debate

To enable non Cabinet members to debate an issue of relevance to Brent in accordance with Standing Order 34.

(q) Other Business required to be dealt with:

Including, by way of example but not limitation, election results, review of political balance, changes to the Constitution, recommendations from committees, and any other business required to be dealt with.

(r) Motions

To debate Motions selected by the groups in accordance with Standing Order 41.

(s) *Urgent business:

If the Mayor so agrees, to consider any urgent business.

Business falling under (a) to (f) shall not be displaced, but subject thereto the foregoing order of business may be varied by the Mayor at his/her discretion.

Where the Council is to set the Council Tax items (h) to (p) will be replaced by the other items set out in Standing Order 28.

31. Report from Leader or Members of the Cabinet

(a) The Cabinet shall be allowed to submit a written report in advance of the meeting setting out key or significant issues arising from any matter which is the responsibility of the Cabinet. At the meeting up to **36** minutes will be set aside for the Leader or other member(s) of the Cabinet to present those issues. ~~For up to 9 minutes or, if greater, the remainder of the 15 minutes set aside for this item, non-Cabinet members can ask questions to the relevant Cabinet member.~~ The report shall include (if relevant) all or any of the following matters:-

(i) **Policy proposals referred to Full Council for approval:**

A proposed plan, policy or strategy forming part of the Policy Framework or the Budget which is being presented by the Cabinet to Full Council for approval, the views (if any) of the relevant Scrutiny Committee and the way in which those views were taken into account by the Cabinet;

(ii) **Approval to depart from Policy Framework or Budget:**

Any decisions which the Cabinet has purported to take or is minded to take which, in the reasonable opinion of the Chief Executive, Monitoring Officer or the Chief Finance Officer are, or would be, contrary to the Policy Framework or contrary to or not wholly in accordance with the budget approved by Full Council and in respect of which decision is sought from Full Council in accordance with Standing Order 21.

(iii) **Urgent decisions outside the Policy Framework and the Budget:**

Any decisions which the Cabinet has taken and which were contrary to the Council's Policy Framework or contrary to or not wholly in accordance with the budget but which were taken in accordance with

the urgency provisions in Standing Order 21 (to include the reasons for urgency);

(iv) **Urgent decisions not included in the Forward Plan:**

Any key decisions which were not included in the Forward Plan but were taken by the Cabinet, a Cabinet Committee, a Cabinet Member or an officer under the urgency provisions in Access to Information Rule 38 and the reasons for such urgency;

(v) **Urgent decisions called in:**

Any decisions which were called in for scrutiny and which were implemented under the urgency provisions in Standing Order 14 prior to consideration of the decision by the relevant Scrutiny Committee and the reasons for urgency;

(vi) **Non-compliance with Access to Information Rules:**

Any decisions which the Cabinet have taken in respect of which the Cabinet should have but did not comply with those parts of the Access to Information Rules relating to such decisions and any decisions which the relevant Scrutiny Committee has required the Cabinet to report to Full Council under the Access to Information Rules because it considers that the Cabinet did not comply with the Access to Information Rules relating to the decision;

(vii) **The response of the Cabinet to comments received:**

The response of the Cabinet to any other comments or recommendations received from, or being presented by, the relevant Scrutiny Committee or Full Council;

(viii) **Any recommendations to Full Council.**

(ix) Any other matters the Cabinet or a Cabinet members is required to report to Council at the meeting.

32. Deputations

- (a) Deputations may be made by members of the public. Each deputation shall last not more than 5 minutes and there shall be a maximum of 3 deputations at any one council meeting on different subject matters. There shall be no more than one deputation made by the same person or organisation in a 6 month period and no repetition of the subject.
- (b) Any deputation must directly concern a matter affecting the borough and relate to a Council function. Deputations shall not relate to legal proceedings or be a matter which is or has been the subject of a complaint under the Council's complaints processes. Nor should a deputation be frivolous, vexatious, or defamatory. A deputation may be rejected if it names, or clearly identifies, a member of staff or any other individual. The Chief Executive with advice from the Director of Legal and HR Services shall have discretion to decide whether the deputation is for any other reason inappropriate and cannot proceed.

- (c) Any person wishing to make a deputation shall give written notice to the Director of Legal and HR Services of the title and summary of the content of the deputation not less than 5 days before the date of the meeting.
- (d) If more than three deputations are received a ballot will take place three days before the Council meeting to select the deputations to be presented before the Council.

33. Questions from members of the public

- (a) Subject to para (b) members of the public or those employed by or owning a business based in Brent may ask a member of the Cabinet questions on any matter in relation to which the Council has powers or duties affecting the borough.
- (b) Questions shall be submitted fifteen clear working days in advance to the Head of Member and Executive Services and written copies of questions will be provided at meetings.
- (c) The time set aside for questions shall be 15 minutes.
- (d) At the Ordinary meeting following the Annual Meeting and at alternate Ordinary meetings for the rest of the municipal year, an additional 15 minutes shall be set aside for questions from members of the Youth Parliament.
- (e) No member of the public may submit more than one question at a council meeting.
- (f) The Chief Executive or his/her nominee shall have the power to edit or amend written questions to make them concise but without affecting the substance, following consultation with the questioner.
- (g) The Mayor may rule that questions which are on the same or closely related subjects are taken together.
- (h) An answer may take the form of a written answer provided by close of business the previous working day and which will be available at the meeting.
- (i) Questions shall be asked in the order determined by the Mayor.
- (j) A person asking a question under para (a) may ask one oral supplementary question, without notice, of the member who supplied the written answer. The supplementary question must arise directly out of the original question or the reply.
- (k) Replies to supplementary questions shall not exceed 2 minutes.
- (l) Questions not answered at a meeting may, at the request of the questioner, be withdrawn and resubmitted to the next or future meeting of the Council, provided that answer has not already been supplied.
- (m) The Chief Executive, with the benefit of advice from the Director of Legal and HR Services, may reject a question if it:
 - (i) Is not about a matter for which the Council has a responsibility or which affects the area;
 - (ii) Is defamatory, frivolous or offensive;
 - (iii) Is substantially the same as a question asked within the last six months;

- (iv) Requests the disclosure of information which is confidential or exempt; or
- (v) Names, or clearly identifies, a member of staff or any other individual.

34. Non Cabinet Members' Debate

- (a) Non Cabinet members will be permitted to propose a motion for debate. The motion will be confirmed by the Chief Executive.
- (b) The debate will be for up to 30 minutes.
- (c) The Lead Member shall be permitted to speak for up to two minutes.
- (d) Non Cabinet members are permitted to speak for up to two minutes.
- (e) The Lead Member will report to the next meeting of Full Council on any action which follows on from the previous non Cabinet members' debate.

35. Questions from the Opposition and Non Cabinet Members

- (a) Non Cabinet members (except the Mayor and Deputy Mayor) will be permitted to put a maximum of 4 written questions to the Cabinet on any matter which is the responsibility of the Cabinet. Each non-Cabinet member may only put one matter-written question to the Cabinet in any one question time session. The 4 written questions are to be divided as follows: 1 from the opposition group, and 3 from the administration group. Such questions must be provided in writing to the Head of Executive and Member Services not less than 10 clear working days before the date of the meeting and the answers published with the meeting summons.
- (b) The party groups shall decide which of their members shall put the questions to the Cabinet.
- (c) Each non Cabinet member shall have up to 1 minute within which to put their supplementary question.
- (d) A member of the Cabinet shall have up to 2 minutes to respond to the supplementary question.
- (e) 30 minutes shall be set aside for this item.
- (f) Following (a) to (d) above, for the remainder of the time available, other non Cabinet members may put one matter-question orally each to the relevant Cabinet member. If the Cabinet member is unable to provide a response at the meeting, a written response shall be provided within a period of 10 working days.
- (g) The Chief Executive, with the benefit of advice from the Director of Legal and HR Services, may reject a question if it:
 - (i) is not about a matter for which the Council has a responsibility or which affects the area;
 - (ii) is defamatory, frivolous or offensive;
 - (iii) is substantially the same as a question asked within the last six months;
 - (iv) requests the disclosure of information which is confidential or exempt; or
 - (v) names, or clearly identifies, a member of staff or any other individual.

36. Reports from the Chairs of the Scrutiny Committees

- (a) The Chairs of Scrutiny Committees may submit written reports in advance of the meeting on any matter in respect of which the committee has been consulted or which it has been reviewing or considering and shall be permitted to speak for up to 3 minutes to highlight significant issues for the relevant member of the Cabinet to comment upon to Council. Thereafter, for the remainder of the 1220 minutes set aside for this item, non Cabinet members can ask questions of the Chairs.
- (b) In the absence of the Chair, the Vice Chair of the Committee may speak or, in the absence of the Vice Chair, another member of the Committee selected for that purpose by the Chair or, if no person has been selected by the Chair, a person selected for that purpose by the Mayor or other person presiding at the meeting of Full Council.
- (c) The Chair or other person nominated to speak shall where appropriate include in his or her report:-
 - (i) details of the decisions or proposals of the Cabinet, which have been called in for scrutiny and are being referred to Full Council in accordance with Standing Order 14;
 - (ii) details of decisions or proposals of the Cabinet, other than those permitted to be made by the Cabinet under Access to Information Rule 38 (urgency) or 20(n) (in year changes to policy), which the relevant Scrutiny Committee considers are or, if made, would be contrary to the Policy Framework or contrary to or not wholly in accordance with the Council's budget and the recommendations to Full Council thereon;
 - (iii) details of the decisions of the Cabinet which the relevant Scrutiny Committee considers were made by the Cabinet other than in accordance with those parts of the Access to Information Rules applicable to such decisions.

37. Report from the Audit and Standards Advisory Committee

- (a) The Vice-Chair of the Audit and Standards Advisory Committee may present reports on any matter reported to the Committee or in respect of which the Committee has reviewed or considered and shall be permitted to speak for up to 3 minutes thereon.
- (b) In the absence of the Vice-Chair, the report may be presented by another member of the Committee selected for that purpose by the Vice-Chair or, if no person has been selected by the Vice-Chair, a person selected for that purpose by the Mayor or other person presiding at the meeting of Full Council.

38. Annual Report on the Borough

The Leader will present an annual report on the work of the Council to an Ordinary Meeting of Full Council. The time allowed for the Leader to speak on this item will be 5 minutes. The total time allowed for other members to debate the Leader's report will be 20 minutes. Each Group Leader will be allowed to speak for up to 2 minutes and then any other member will be allowed to speak for up to 2 minutes until the allotted time is used up.

39. Debate on key issues affecting the Borough

- (a) With agreement of all Group Leaders a speaker shall be invited to attend and speak on an issue pertinent to the London Borough of Brent. The speech shall not exceed 10 minutes.
- (b) The Lead Member will be permitted to speak for 5 minutes on the topic addressed by the speaker within which time they will propose a motion for debate which has been delivered to the Head of Executive and Member Services by close of business the previous day and circulated in advance.
- (c) The debate by members will not exceed 45 minutes. Questions or comments by members shall not exceed 2 minutes.

40. Vote of No Confidence

The Leader shall cease to hold office following a vote of no confidence in him/her. A motion in respect of the vote of no confidence shall be debated by Full Council if, at least 10 clear working days before the meeting at which the motion is to be considered, it has been signed in accordance with Standing Orders 5 and 6 by at least 40% of the members of the Council and the motion proposes an alternative Leader. If such a motion is passed the new Leader shall hold office for the remainder of the previous Leader's term of office.

41. Motions

- (a) Members may put motions to council.
- (b) A maximum of 3 motions will be put to Council at any one meeting (two by the administration group and one by the opposition group) which will be debated.
- (c) Each group must give notice in writing of their motion to the Head of Executive and Member Services not less than 5 days before the date of the meeting. This shall include a copy of the Motion they are intending to move at the meeting. A copy of the motion shall be circulated to all members at least 2 days before the date of the meeting.
- (d) Any amendments to the motions can be accepted provided they are set out in writing to the Head of Executive and Member Services by 5.00pm on the previous working day.
- (e) The debate shall commence with the proposer being invited to speak for up to 2 minutes during which time they shall move the Motion notified to the Head of Executive and Member Services.
- (f) The proposer of an amendment will then be invited to speak for up to 2 minutes during which time they shall move the Amendment notified to the Head of Executive and Member Services.
- (g) Further speakers shall then be called by the Mayor, each limited to 2 minutes.
- (h) The mover of the motion shall then have a right of reply for up to 1 minute. If one or more amendments have been moved, the mover of each amendment shall also have a right of reply for up to 1 minute in the order in which the amendments were moved.

- (i) The matter shall be put to the vote at the end of the debate. Where one or more amendments have been moved the voting process in Standing Order 43(a) and (b) shall apply.
- (j) Up to 10 minutes shall be set aside for each motion. Any time not utilised in respect of a motion shall be carried forward to be available in the debate on the following motion.
- (k) Up to 30 minutes shall be set aside for this item.
- (l) The Chief Executive, with the benefit of advice from the Director of Legal and HR Services, may reject a Motion if it:
 - (i) is not about a matter for which the Council has a responsibility or which affects the area;
 - (ii) is defamatory, frivolous or offensive;
 - (iii) is substantially the same as a Motion asked within the last six months;
 - (iv) requests the disclosure of information which is confidential or exempt; or
 - (vi) names, or clearly identifies, a member of staff or any other individual.

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42. Appointments to Senior Management Posts

- (a) The Director of Legal and HR Services shall be consulted on all appointments to posts covered by this Standing Order. 'Appointments' in this Standing Order 75 refers to permanent appointments. Fixed terms and interim appointments to Senior Management posts are addressed in Standing Order 76 below.
- (b) This Standing Order shall apply to the posts of:-
 - (i) the Chief Executive;
 - (ii) any director (or other senior officer) reporting directly or being directly accountable to the Chief Executive;
 - (iii) statutory Chief Officers being:
 - the Strategic Director Children and Young People (acting as the Director of Children's Services appointed under section 18 of the Children Act 2004);
 - the Strategic Director Community Wellbeing (acting as the Director of Adult Social Services appointed under section 6 (A1) of the Local Authority Social Services Act 1970 as amended by the Children Act 2004);
 - the Chief Finance Officer appointed under section 151 of the Local Government Act 1972;
 - (iv) any officer who, as respects all or most of the duties of his or her post, is required to report directly or is directly accountable to the Full Council itself or any committee or sub-committee of the Authority;

- (v) the Monitoring Officer; and
- (vi) any Operational Director reporting directly to a Strategic Director.
- (c) The posts mentioned in paragraph (b) above may only be created, amended (other than a minor variation) or deleted by the ~~Cabinet following consideration of a report from the~~ Chief Executive in consultation with the relevant Cabinet member(s), following consideration of a report from the relevant Strategic Director or other officer nominated by ~~him or her~~the Chief Executive setting out the proposed job description and person specification for that post and/or the reasons for the creation, amendment or deletion of the post and any legal or financial or other implications arising there from.
- (d) The terms and conditions of any of the posts mentioned in paragraph (b) above and the grading structure to be applied to them may only be determined by the General Purposes Committee.
- (e) The posts mentioned in paragraph (b) above may only be appointed to by the Senior Staff Appointments Sub-Committee (*which sub-committee shall include at least one member of the Executive**),

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Appendix 2

Part 1 – Summary

6. Scrutiny

Effective, independent and rigorous examination of the proposals and decisions made by the Cabinet are a significant feature of the Council's arrangements and provide a key role for non-executive members. Overview and scrutiny is the mechanism for holding Cabinet publicly to account. The Council has established ~~three~~ two Scrutiny Committees, the Community and Wellbeing Scrutiny Committee and, the Resources and Public Realm Scrutiny Committee and the Housing Scrutiny Committee, to support the work of the Cabinet and the Council as a whole.

The Scrutiny Committees shall comprise 8 members of the Council who shall not be members of the Cabinet. The Community and Wellbeing Scrutiny Committee shall also comprise of 4 voting education co-opted members and 2 non-voting education co-opted members appointed in accordance with Standing Order 50. ~~The Housing Scrutiny Committee shall also comprise of 2 non-voting co-opted members.~~ Members, chairs and vice chairs of the Scrutiny Committees will be appointed by Full Council.

The Scrutiny Committees hold the Cabinet and others to account by scrutinising their decisions, examining performance and asking questions of decision-makers and service providers. Unless the decision is urgent, if the rules set out in Standing Order 14 have been followed, all Key Decisions and a decision which has been made by the Cabinet or by Cabinet Committees can be called in for scrutiny and will be considered by the relevant Scrutiny Committee.

They may recommend that the decision maker reconsider the decision but cannot block a decision indefinitely or impose their own views.

The Scrutiny Committees are also involved in strategic and cross-cutting issues by supporting the Cabinet in the development and review of policy, overseeing health matters, and reviewing the performance of other partners and the Local Strategic Partnership work programme.

The Scrutiny Committees will establish an annual work plan which identifies areas suitable for review and scrutiny and will establish commissions and or panels to undertake specific time limited work. The Scrutiny Committees will meet at regular intervals throughout the municipal year and will meet as and when required in relation to any Call in. An annual report on the activities of the Scrutiny Committees will be produced and published.

7. Other Committees

In addition to the committees specifically mentioned above, the Council has established a number of committees and sub-committees to deal with, staffing,

planning, licensing, health, standards, safeguarding and pension related functions.

Some Council Committees include members who are not councillors. These are ~~the Housing Scrutiny Committee~~, the Community and Wellbeing Scrutiny Committee, the Pension Fund Sub-Committee, the Audit and Standards Advisory Committee, the Health and Wellbeing Board, and the Dismissal Advisory Panel.

- The Audit and Standards Advisory Committee includes up to 5 voting co-opted (Independent) members.
- The membership of the Community and Wellbeing Scrutiny Committee includes four voting and two non-voting education co-opted members. More information regarding the role of the education co-opted members is contained in the Standing Orders and in Part 4 of this Constitution.
- ~~The membership of the Housing Scrutiny Committee shall also comprise of 2 non-voting co-opted members.~~
- The membership of the Pension Fund Sub-Committee currently includes two non-voting co-optees: a College of North West London representative and a Council employee representative.
- The Dismissal Advisory Panel comprises three Independent Persons appointed to deal with Member Code of Conduct complaints under the Localism Act 2011.
- The Health and Wellbeing Board includes members who are not Councillors who are able to vote.

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A **Co-opted Member** means a person who is a member of any committee or sub-committee of the Council but is not a councillor or officer of the Council. Co-opted members generally do not have voting rights on committees, although statute permits certain co-opted members to vote, notably parent governor representatives and church representatives. There are 4 education co-opted members with voting rights on the Community and Wellbeing Scrutiny Committee. There are a further 2 education co-opted members on that committee without voting rights. The voting education co-opted members may only vote on education matters. ~~There are 2 non-voting co-opted members on the Housing Scrutiny Committee.~~ The Health and Wellbeing Board also includes co-opted members who have voting rights. There are 2 non-voting co-opted members on the Pension Fund Sub-Committee, up to 5 voting co-opted members on the Audit and Standards Advisory Committee. There are also up to 4 co-opted non voting members on the Corporate Parenting Committee. In addition, all 3 members of the Dismissal Advisory Panel are independent persons appointed under section 28(7) of the Localism Act 2011 and in accordance with the requirements of the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015

Part 4 – Terms of reference of committees

Community and Wellbeing Scrutiny Committee

Specific Membership Rules

In addition to the 8 councillors, the membership of the Community and Wellbeing Scrutiny Committee shall comprise of 4 voting education co-opted members (who may vote on matters relating to school education only) and 2 non-voting education co-opted members (who may not vote on any matter).

Remit

Adult social care; Safeguarding; Children's services; Cultural services; Education; Health; Housing; Public Health and Wellbeing.

Specific Terms of Reference

Discharge the functions of the Council under Part 4 of the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 in respect of the review and scrutiny of relevant NHS bodies or relevant health service providers including:

- reviewing or scrutinising any matter relating to the planning, provision and operation of the health service in the borough; and
- making reports or recommendations to the relevant NHS bodies or relevant health service providers or Full Council on any matter reviewed or scrutinised; however
- in response to any consultation by the relevant NHS bodies or relevant health service providers in respect of any proposal for a substantial development of the health service in the borough or for a substantial variation in the provision of such service, to make recommendations to Full Council only.

Resources and Public Realm Scrutiny Committee

Remit

Corporate policy, partnerships and resources; Budget; Customer services; Commercial services; Planning policy; Environmental policy; Public realm; Employment and skills; IT; Recycling; Regeneration; Transport and highways; Community safety; Property; Emergency planning and business continuity.

Specific Terms of Reference

Review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities (as defined by section 5 of the Crime and Disorder Act 1998) of their crime and disorder functions and to make reports or recommendations to Full Council with respect to the discharge of those functions. This committee is therefore the "crime and disorder committee" for the purposes of section 19 of the Police and Justice Act 2006.

Review or scrutinise the exercise by risk management authorities (including the Council, the Environment Agency and water companies) of flood risk management functions which may affect the borough for the purposes of Part 1 of the Flood and Water Management Act 2010.

Housing Scrutiny Committee

Specific Membership Rules

In addition to the 8 councillors, the membership of the Housing Scrutiny Committee shall comprise of 2 non-voting co-opted members (who may not vote on any matter).

Remit

Housing functions within the Community Wellbeing Department* and Supported housing and floating support and Home adaptations.

* Housing functions include Transfer of Brent Housing Partnership Ltd; Housing supply; Housing growth numbers; Temporary accommodation; Landlord licensing; Private rented sector; Housing policy; Homelessness and Registered providers.

Appendix 3

Standing Orders

(n) This Standing Order applies to planning applications and other planning issues and matters as follows:

(i) Petitions objecting to a planning application which has not been decided yet:

if the petition:

- has at least ~~4051~~ signatures,
- objects to a planning application not decided yet,
- is not an excluded application by virtue of paragraph 1(vi) of the terms of reference of the Planning Committee,
- meets all the criteria for written objections set out in the terms of reference of the Planning Committee, and
- concerns an application officers are either minded to approve under delegated powers or recommend approval of or concerns an application which for some other reason will be considered by the Planning Committee,

the petition will be considered by the Planning Committee before it decides the application;

(ii) Petitions supporting a planning application which has not been decided yet:

if the petition:

- has at least ~~5140~~ signatures,
- supports a planning application not decided yet, and
- if in accordance with the terms of reference of the Planning Committee, at least three councillors have requested that the application be considered by the Planning Committee, or officers have referred the application to the Planning Committee or is an application the Planning Committee has indicated it wishes to consider itself,

the petition will be considered by the Planning Committee before it decides the application;

(iii) Petitions relating to planning applications not covered by the preceding paragraphs:

all other petitions relating to a planning application will be referred to the relevant Strategic Director for a response;

Planning Committee Terms of Reference

1. To determine the following:

- a. Applications for Planning Permission made under the Town and Country Planning Act 1990; and
- b. Applications for Listed Building Consent made under the Planning (Listed Buildings and Conservation Areas) Act 1990,

where the recommendation is for approval and the application falls within at least one of the following categories:

-
- iv 8 or more written objections or a petition containing at least ~~5140~~ signatures have been received, in accordance with the criteria set out below but only if the application does not relate to:
 - a. alterations to residential buildings including extensions, outbuildings (including garages), walls, vehicular accesses, hardstandings, porches, aerials;
 - b. satellite television dishes or aerials;
 - c. certificates of lawful use of development; or
 - d. prior approvals.

 Brent	Full Council 25 February 2019
	Report from the Chief Executive
Members' Allowance Scheme – Annual Review	

Wards Affected:	All
Key or Non-Key Decision:	N/A
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	None
Background Papers:	None
Contact Officer(s): (Name, Title, Contact Details)	Thomas Cattermole, Head of Executive & Member Services Thomas.Cattermole@brent.gov.uk Tel. 0208 937 James Kinsella, Governance Manager James.Kinsella@brent.gov.uk Tel. 0208 937 2063

1. Summary

- 1.1 A Members' Allowance Scheme - which sets out the allowances Members are entitled to receive for carrying out their responsibilities – has to be made for the financial year 2019/20.

2. Recommendations

- 2.1 That Full Council makes a Members' Allowance Scheme in the proposed terms set out in this report for the financial year 2019/20; and
- 2.2 That Full Council authorises the Director of Legal & HR to comply with the statutory requirements to publicise the Council's Members' Allowance Scheme.

3. Detail

Background

- 3.1 Brent Council's Members' Allowance Scheme (which is included in the Council's Constitution at Part 6 and is published on the Council's website) was subject to formal review at the Annual Council Meeting in 2018. This followed publication of the latest report by the Independent Remuneration Panel (IRP) for London Councils in January 2018 entitled "The Remuneration of Councillors in London 2018 – Report of the Independent Panel".
- 3.2 It is for Full Council to make a scheme for the payment of allowances to its Members specifying the amount of entitlement by way of basic allowance (which is mandatory) and other allowances such as special responsibility and dependants' carers' allowances (which are discretionary). Such a scheme has to be in accordance with the Local Authorities (Members' Allowances) (England) Regulations 2003 and the Council is required to have regard to the recommendations made by the independent remuneration panel. The review undertaken in May 2018 led to a number of changes to the Scheme including the level of basic and special responsibility allowances (SRA) and payment of travel and subsistence for members with disabilities. In addition, further changes have subsequently been agreed (November 18) relating to the payment of dependants' carers' allowances.
- 3.3 The most recent independent review can continue to inform the Council's decision-making in respect of its scheme for a maximum period of four years. Therefore, the recommendations in the 2018 IRP report remain valid.
- 3.4 Members are reminded that the 2018 Report advocates the setting of allowances at a level that enables people to undertake the role of councillor while not acting as an incentive to do so. It is equally important, as acknowledged, that there should not be a financial disincentive.

Annual Uplift

- 3.5 The scheme states that Basic, Special and Civic allowances "shall be increased with effect from each April, by a percentage equal to the inflation pay award agreed as part of the Local Government Pay Settlement in the previous financial year, unless otherwise determined by the Council".
- 3.6 The uplift for 2018/19 was applied as part of the review undertaken in May 2018. The Local Government Pay Inflation Settlement to be considered as the basis for this review totals 2%. Council is therefore asked agree the same 2% uplift being applied in relation to the Members Allowance Scheme for the 2019/2020 financial year, which would become effective from the 1 April 2019.

Publicity

- 3.7 As soon as reasonably practicable after the making or amendment of a Scheme, copies of the Scheme have to be made available for inspection at

the Civic Centre and a notice has to be published in a local newspaper. It is recommended that the Director of Legal and HR be authorised to comply with these requirements.

4. Financial Implications

- 4.1 The actual overall cost of the payment of allowances depends on which Members are appointed to the roles where an SRA is received, as only one such allowance is payable irrespective of the number of roles held. At the end of each financial year, the payments made to each Member are published in accordance with statutory rules.
- 4.2 The cost of applying the inflationary uplift is contained within the council's overall budgetary estimates for the financial impact of inflation.

5. Legal Implications

- 5.1 The proposed Members' Allowance Scheme complies with the relevant provisions of the Local Authorities (Members' Allowances) (England) Regulations 2003; the Local Government and Housing Act 1989 and the Local Government Act 2000.

6. Consultation with Ward Members and Stakeholders

- 6.1 The changes being recommended in this report were subject to consultation via the Constitution Working Group in January 2019.

7. Equality Implications

- 7.1 Under section 149 of the Equality Act 2010, the council has a duty when exercising its functions to have "due regard" to the need to eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act and advance equality of opportunity and foster good relations between persons who share a protected characteristic and persons who do not. This is the public sector equality duty. The protected characteristics are age, disability, gender reassignment, marriage and civic partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 7.2 "Due regard" is the regard that is appropriate in all the circumstances. The weight to be attached to the effect is a matter for the council. As long as the council is properly aware of the effects and has taken them into account, the duty is discharged. Depending on the circumstances, regard should be had to the following:
- the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic. In other words, the indirect discriminatory effects of a proposed decision;
 - the need to remove or minimise disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic;

- the need to take steps to meet the needs of persons who share a protected characteristic that are different from the needs of persons who do not share it. This includes taking account of disabled persons' disabilities. There can be a positive duty to take action to help a disabled person. What matters is how they are affected, whatever proportion of the relevant group of people they might be;
- the need to encourage persons who share a protected characteristic to participate in public life (or in any other activity in which participation by such persons is disproportionately low); and
- the need to tackle prejudice and promote understanding.

7.3 In terms of the outcome of the 2018 independent review, the Panel have continued to advocate the setting of allowances at a level that enables people to undertake the role of councillor, whilst not acting as an incentive to do so. The changes made in relation to members with disabilities and dependents' carers are a further example of how the scheme can be used to remove barriers for those wishing to stand and to ensure any disadvantages are removed or minimised.

8. Human Resources/Property Implications (if appropriate)

None.

Report sign off:

PETER GADSDON

Director of Performance, Policy and Partnerships