



Brent

Cabinet

Monday 11 November 2019 at 4.00 pm

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

Membership:

Lead Member Councillors:

Portfolio

M Butt (Chair)

Leader of the Council

McLennan (Vice-Chair)

Deputy Leader of the Council and Lead Member for
Resources

Agha

Lead Member for Schools, Employment and Skills

Farah

Lead Member for Adult Social Care

Hirani

Lead Member for Public Health, Culture & Leisure

Miller

Lead Member for Community Safety and Engagement

M Patel

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

Krupa Sheth

Lead Member for Environment

Southwood

Lead Member for Housing & Welfare Reform

Tatler

Lead Member for Regeneration, Property & Planning

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

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

The press and public are welcome to attend this meeting

Notes for Members - Declarations of Interest:

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

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

If the Personal Interest is also significant enough to affect your judgement of a public interest and either it affects a financial position or relates to a regulatory matter then after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

***Disclosable Pecuniary Interests:**

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

****Personal Interests:**

The business relates to or affects:

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

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

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

or

A decision in relation to that business might reasonably be regarded as affecting the well-being or financial position of:

- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who is the subject of a registrable personal interest.

Agenda

Introductions, if appropriate.

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

3	Minutes of the Previous Meeting	1 - 16
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To approve the minutes of the previous meeting held on Monday 14 October 2019 as a correct record.

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

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

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

Chief Executive's reports

7	Draft Budget 2020/21 – 2022/23 and medium term financial outlook	17 - 132
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The purpose of this report is to set out the Council's budget proposals for 2020/21 and beyond. It includes key activities in relation to setting the 2020/21 budget, including the consultation process, dealing with any surplus on the Council's collection fund and the updating of technical budget assumptions since they were last presented to Cabinet in July 2019. It also provides a general update on the overall financial position, including an assessment of the Government's one-year spending review and other reforms to Local Government finances.

Ward Affected:
All Wards

Lead Member: Deputy Leader (Councillor Margaret McLennan)
Contact Officer: Minesh Patel, Director of Finance
Tel: 020 8937 4043

8 Complaints Annual Report 2018 - 2019

133 - 178

This report sets out the annual performance on complaints in Brent for the period April 2018 to March 2019 and focuses on the nature of complaints and the learning and improvements from complaints and Ombudsmen (Local Government and Social Care Ombudsman / Housing Ombudsman) cases.

Ward Affected:
All Wards

Lead Member: Deputy Leader (Councillor Margaret McLennan)

Contact Officer: Thomas Cattermole, Head of Executive and Member Services

Tel: 020 8937 5446

Email: thomas.cattermole@brent.gov.uk

Regeneration and Environment reports

9 Inclusive Growth in Harlesden Town Centre

179 - 216

This report sets out proposals to create a town centre in Harlesden fit for the future, supported by an evidence base of need and delivered through excellent design, capital investment, and local capacity building designed to ensure a coordinated approach to investment and the development of the local offer for the community, businesses and visitors. In addition, the report proposes new guidance setting out a decision making framework for property acquisitions in town centres that can support diversification of Brent's high streets.

Ward Affected:
Harlesden

Lead Member: Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)

Contact Officer: Matthew Dibben, Head of Employment, Skills and Enterprise

Tel: 020 8937 1815

Email: matthew.dibben@brent.gov.uk

10 Brent Local Implementation Plan (LIP) Submission for 2020/21

217 - 240

This report seeks to update on the provisional LIP allocation and the 2020/21 Corridors, Neighbourhoods and Supporting Measures LIP programme proposed to be submitted to TfL. Following approval by TfL, the schemes and initiatives within the approved LIP programme will be implemented subject to receiving the full funding allocation.

Ward Affected:
All Wards

Lead Member: Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)

Contact Officer: Sandor Fazekas, Projects Development Manager, Highways and Infrastructure

Tel: 020 8937 5113

11 Update on A404 Motorcycles in Bus Lanes Trial 241 - 246

This report seeks Cabinet approval to make permanent arrangements to allow motorcycles (including all power two wheelers) to use the bus lanes on the A404 Harrow Road.

Ward Affected:

Harlesden;
Kensal Green;
Queens Park;
Stonebridge;
Sudbury;
Tokyngton;
Wembley
Central

Lead Member: Lead Member for Environment
(Councillor Krupa Sheth)

Contact Officer: Tony Kennedy, Head of
Highways and Infrastructure
Tel: 020 8937 5151
Email: tony.kennedy@brent.gov.uk

12 Partnership Tasking Team (PTT) Underspend Options 247 - 254

This paper details a proposal to cease the council funded Met Patrol Plus Partnership Tasking Team (PTT) and alternative spend options for the remaining 2019/2020 revenue funding allocated for the PTT, as well as options for spend going forward, utilising the ring fenced PTT budget from 2020/2021.

Ward Affected:

All Wards

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

Contact Officer: Colin Wilderspin, Interim Head
of Community Protection
Tel: 02089375367
Email: colin.wilderspin@brent.gov.uk

Children and Young People reports

13 School Place Planning Strategy 2019-23 Refresh 255 - 300

This report provides Cabinet with a refresh of the School Place Planning Strategy 2019-2023 which was approved by Cabinet in November 2018.

Ward Affected:

All Wards

Lead Member: Lead Member for Schools,
Employment & Skills (Councillor Amer Agha MB
BS, MSc, PHCM)

Contact Officer: Brian Grady, Operational
Director, Safeguarding, Partnerships & Strategy
Tel: 0208 937 4173
Email: Brian.Grady@brent.gov.uk

14 Authority to Tender for Homecare Services in Brent

301 - 320

This report seeks Cabinet approval to re-tender homecare services for Adult Social Care and Children and Young People with Disabilities, as required by Contract Standing Orders 88 and 89.

Ward Affected:
All Wards

Lead Member: Lead Member for Adult Social Care (Councillor Harbi Farah)

Contact Officer: Andrew Davies, Head of Commissioning, Contract and Market Management

Tel: 020 8937 1609

Email: andrew.davies@brent.gov.uk

15 Exclusion of Press and Public

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

Item 9: Inclusive Growth in Harlesden Town Centre: Appendix 1 - Breakdown of capital expenditure

16 Any other urgent business

Notice of items to be raised under this heading must be given in writing to the Head of Executive and Member Services or his representative before the meeting. Any decisions taken urgently under this heading must comply with the provisions outlined in paragraph's 12 and 39 of the Council's Access to Information Rules (part 2 of the Constitution).

Date of the next meeting: Monday 9 December 2019



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

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



LONDON BOROUGH OF BRENT

MINUTES OF THE CABINET Monday 14 October 2019 at 4.00 pm

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

Also present: Councillors Crane, Kabir, Long, Nerva and Thakkar

1. **Apologies for Absence**

None

2. **Declarations of Interest**

None

3. **Minutes of the Previous Meeting**

RESOLVED: that the minutes of the previous meeting be approved as an accurate record of the meeting

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

None

5. **Petitions (if any)**

None

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

Outcome of Call-In – The Future School Organisation Arrangements of Roe Green Infant School

Councillor Muhammed Butt, Leader of the Council, stated that at its meeting on 9 September 2019, Cabinet had considered the report from the Strategic Director of Children and Young People on *"The Future School Organisation Arrangements of Roe Green Infant School"*.

That Cabinet decision was subsequently called-in by 8 Members and the Community and Wellbeing Scrutiny Committee met on Wednesday 2 October to consider the call-in.

The Committee heard from the Cabinet Member for Schools, Employment and Skills and received representations from representatives of the councillors who had called-in the decision, ward members and a number of stakeholders.

In introducing the report, Councillor Ketan Sheth, Chair of the Community and Wellbeing Scrutiny Committee, stated that the Community and Wellbeing Scrutiny Committee had agreed to refer the decision back to Cabinet for reconsideration. Councillor Ketan Sheth thanked the Chief Executive, Strategic Director of Children and Young People and Cabinet Member for Schools, Employment and Skills for attending the call in meeting.

Councillor Ketan Sheth asked that Cabinet now reconsider its original decision, taking into account the reasons why the Scrutiny Committee decided to refer the matter back, and the recommendations made by the committee as an outcome of the call-in.

Councillor Muhammed Butt, Leader of the Council, informed the meeting that he had agreed a number of requests to speak on this item.

Jag Sidhu, Associate Head, outlined proposals to establish an ARP which would have as its ethos that children with ASD would spend as much time as they can manage on a day to day basis in the mainstream classes. Two rooms would be set up, one for Reception/KS1 and the other a KS2 room. This would provide the base for all the children coming daily into school and would be their home base for bus collection etc. The provision rooms are, by their very nature, vertically streamed rooms and therefore by going into mainstream rooms that are vertically streamed this would not pose any issues.

Hema Dahale, a teacher at Roe Green Strathcona, stated that to say that due to the low number of pupils with an EHCP plan at RGI/Strathcona means 'other Brent schools have more experience with SEND' is insulting.

Nicky Lobo, Headteacher, stated that Roe Green Strathcona has one DfE number and it is impossible to locate the Strathcona site on Brent's website. She questioned the local authority's consultation process about the planned closure saying that she had only been informed of this meeting via a public blog.

Liz McLaren, Deputy Headteacher, questioned the financial implications mentioned in the reports. She said that educational benefits cannot be measured financially. She stated that the financial comments provided were inaccurate.

Sreedevi Manoj stated that teachers play a crucial role in transforming the mental health of children. Teachers play a key role in identifying mental health issues early on.

Andrew Miller, Assistant Headteacher, stated that a lack of knowledge and understanding dating back to 2014 is why the council and school find themselves in the situation they face today. He stated that pupil numbers were already falling. The school, he said, had started a marketing strategy, to encourage admissions.

Jenny Cooper, National Education Union, stated that the fifth day of industrial action at the school would take place on 5 November 2019. She stated that the Council

had not engaged with staff or NEU members over the issue. She stated her belief that the Council was already in talks with a Trust to take over the site and that the report had been drafted with that in favour. She urged the Council to reconsider its decision and engage with the teaching staff and any NEU members.

Councillor Muhammed Butt, Leader of the Council, thanked the many speakers for their contributions. He stated that Cabinet had given much thought and consideration to the future school organisation arrangement of Roe Green Infant School.

Councillor Amer Agha, Cabinet Member for Schools, Employment and Skills, introduced the response to the Scrutiny call in.

Councillor Agha stated that the request to call-in the Cabinet decision set out a number of proposals for the additional use of the Roe Green Strathcona site. The proposals for additional use assume that mainstream primary provision continues on the Roe Green Strathcona site and that the additional uses utilise spare accommodation or the premises out of school hours. This differs to 'alternative' use of the site which would be established if primary provision ceased to operate from the site. He stated that the additional use proposals are set out in the report as described in the Call-In form, along with an officer evaluation of the viability of each proposal.

Councillor Agha stated that the local authority currently places 136 children and young people in out of borough independent and non-maintained special schools, at a cost of £24,000 to £84,000 per place depending on the individual child's needs.

It was noted that there is, however, scope to reduce out-of-borough placements through the provision of more secondary and post 16 special school places so that children in primary settings can transfer to a local secondary then 16-25 provision so that they can remain in Brent. This would have educational and social benefits for children and young people, as well as financial benefits.

Regarding comments about the Financial Implications in the original Cabinet report, the Council's Director of Finance confirmed that all the financial implications were accurate.

In response to the comment made about the Council having conversations with education trusts, Members received reassurance that the Council has had no such conversation with any trust about the site.

Having considered the report from the Head of Executive and Member Services and the supplementary report from the Strategic Director, Children and Young People, alongside representations from stakeholders and Councillor Ketan Sheth, on behalf of the Community and Wellbeing Scrutiny Committee, the Cabinet

RESOLVED:

- i) To confirm the original decision taken by Cabinet on 9 September 2019, enabling the decision to take immediate effect.

- ii) That officers develop alternative options to meet the demand for education places for young people 16-25 with SEND at the Strathcona Site from September 2022 in conjunction with the Cabinet Members for Schools, Employment and Skills, Children's Safeguarding, Early Help and Social Care and Regeneration, Property & Planning.

6.2 Knife Crime Scrutiny Task Group Report

Councillor Muhammed Butt, Leader of the Council, welcomed Councillor Sandra Kabir to the meeting in her role as Chair of the Knife Crime Task Group.

Councillor Kabir stated that, through its work, the task group sought to gain a better understanding of knife crime in Brent, how interventions could reduce it, and which interventions might work locally.

She stated that the group looked at partnership working arrangements and reviewed what could be done to complement the wider public health approach. The task group held a series of evidence-gathering sessions with internal and external partners and experts.

Councillor Kabir stated that the task group has made 13 recommendations which it puts to Brent Cabinet and the Safer Brent Partnership to affect change.

Councillor Tom Miller, Cabinet Member for Community Safety and Engagement, thanked Councillor Kabir and Members of the Task Group. He welcomed the first twelve recommendations but expressed some reservation about recommendation 13.

Councillor Mili Patel, Cabinet Member for Children's Safeguarding, Early Help and Social Care, thanked Councillor Kabir and members of the task group for the report. She stated that she would incorporate elements of the recommendations in her work developing the family hub model across the borough.

RESOLVED: that the recommendations set out in the report of the Knife Crime Task Group be agreed.

6.3 Affordable Housing Task Group report

Councillor Muhammed Butt, Leader of the Council, welcomed Councillor Neil Nerva, to the meeting in her role as Chair of the Affordable Housing Scrutiny Task Group.

Councillor Nerva introduced the report by stating that this report sets out the findings and recommendations of the Affordable Housing Task Group, which was presented to Resources & Public Realm Scrutiny Committee.

Councillor Nerva stated that the task group sought to gain an understanding of the barriers and solutions to affordable housing delivery during an acute housing crisis, following decades of declining delivery of genuinely affordable housing in the borough, across London and nationwide.

Councillor Shama Tatler, Cabinet Member for Regeneration, Property and Planning, welcomed the report and thanked Councillor Nerva for his work. Councillor Tom Miller agreed with Councillor Tatler and paid tribute to the Task Group Vice Chair, Councillor Robert Johnson.

Councillor Ellie Southwood, Cabinet Member for Housing & Welfare Reform, welcomed the report and the extensive work carried out by the Affordable Housing Task Group. Councillor Southwood informed Councillor Nerva that she would welcome the opportunity to report back to an upcoming Scrutiny meeting on progress. Carolyn Downs, Chief Executive, stated that the Council would establish formal progress to enable Cabinet Members to report routinely back to the relevant Scrutiny Committee.

RESOLVED:

- i) Cabinet noted the recommendations set out in the report of the Affordable Housing in New Developments Task Group.
- ii) Cabinet noted the additional proposal of the Resources and Public Realm Scrutiny Committee: *that plans for new housing developments take into account the known needs of people with disabilities awaiting housing provision.*

7. Quarter 2 Financial Report 2019/20

Councillor Margaret McLennan, Deputy Leader of the Council, stated that this report sets out the current forecasts of income and expenditure against the budget for 2019/20 and other key financial data.

Councillor McLennan stated that overall the Council is expecting to underspend against the main general fund revenue budget by £1.1m.

She stated that this primarily relates to a net underspend of £1.8m in Regeneration and Environment pertaining to several areas of underspend in Environmental services.

RESOLVED: that the overall financial position and the actions being taken to manage the issues arising be noted.

8. Brent Together- Draft Volunteering Strategy for 2019-2023

Councillor Tom Miller, Cabinet Member for Community Safety and Engagement, introduced the report presenting the draft Brent Together Volunteering Strategy for 2019- 2023 for Cabinet approval.

Councillor Miller stated that the strategy sets out our ambitions for a vibrant volunteering culture across the borough. Councillor Miller urged Cabinet to agree the Strategy favouring *Option B- Standard volunteering platform.*

RESOLVED: that the draft Volunteering Strategy for 2019-2023, as attached at Appendix 1 to the report from the Assistant Chief Executive be agreed.

9. **Financing Purchase of Residential Block by i4B or First Wave Housing**

Councillor Margaret McLennan, Deputy Leader of the Council, introduced the report requesting Cabinet approval of equity investment in i4B's existing street purchases programme, as agreed in principle by Cabinet when approving i4B's business plan in February 2019.

Councillor Margaret McLennan stated that i4B or First Wave Housing is intending to purchase a block of 153 key worker accommodation apartments in Wembley Park from Quintain. She stated that this paper is seeking approval of the Council to fund this transaction by a mix of loan and equity, subject to the negotiation of some outstanding points as detailed in paragraphs 3.15 and 3.16.

Councillor Shama Tatler, Cabinet Member for Regeneration, Property and Planning, welcomed the report stating that it was important for key workers to be part of the Wembley Park regeneration. Councillor Tom Miller, Cabinet Member for Community Safety and Engagement, welcomed the report and the Council's innovative approach to addressing the housing crisis.

Carolyn Downs, Chief Executive, stated that Cabinet would soon consider a report on the definition of *key worker*.

RESOLVED:

- i) Cabinet approved an equity investment in the existing i4B street purchases programme by purchasing i4B shares up to a maximum of £21.8m for the first 300 properties, as agreed in principle by Cabinet in February 2019.
- ii) Cabinet agreed for new loan facilities of up to £110.5m be made available to i4B and First Wave Housing for phase 2 of the PRS purchase programme, including the potential Quintain block purchase.
- iii) Cabinet agreed that drawdowns on the loan facility to finance the potential Quintain block E01 02 purchase would be conditional on the negotiation of points as described in paragraphs 3.15 and 3.16 below.
- iv) Cabinet delegated to the Director of Finance, in consultation with the Deputy Leader, the authority to determine whether the conditions set out in paragraphs 3.15 and 3.16 below have been discharged.
- v) Cabinet agreed for equity investment of up to £22.1m for phase 2 of the PRS purchase programme, including by purchasing i4B shares up to a maximum of £22.1m.
- vi) Cabinet agreed to delegate the precise terms and mix of loan and equity funding for phase 2 of the PRS purchase programme to the Director of Finance, such that the total funding for phase 2 of the PRS purchase programme does not exceed £110.5m.
- vii) Cabinet noted the new details of the potential block purchase from Quintain, together with the financial and legal implications.

10. Preparing Brent for the UK leaving the EU with or without a deal update

Councillor Margaret McLennan, Deputy Leader of the Council, introduced the report updating the Cabinet on the council's preparations for the UK leaving the EU.

Members of Cabinet paid tribute to the work by many Brent staff in helping EU residents prepare for the UK leaving the EU, in particular in helping people apply to the EU Settlement Scheme.

RESOLVED:

- i) Cabinet noted the contents of the report.
- ii) Cabinet noted that the Strategic Director, Customer and Digital Services has been appointed Brent's Brexit Lead and that the Brexit Co-ordination Group will continue to monitor risks and escalate as necessary.
- iii) Cabinet noted that the Brexit Co-ordination Group will continue to act as stewards for the funds allocated from the government for Brexit preparations.

11. Selective and Additional Licensing in the Private Rented Sector in Brent

Councillor Ellie Southwood, Cabinet Member for Housing & Welfare Reform, reminded Cabinet Members that in April 2014 the Executive approved the introduction of an Additional Licensing scheme, covering all Houses in Multiple Occupation (HMOs) in the borough and in August 2014 approved the introduction of a Selective Licensing scheme, covering all private rented housing in the wards of Harlesden, Wembley Central and Willesden Green.

Cabinet noted that both schemes came into effect in January 2015 and run to 31st December 2019. In June 2018 the selective licensing scheme was extended to the electoral wards of Dudden Hill, Kensal Green, Kilburn, Mapesbury and Queens Park. This latter designation will run until May 2023.

Councillor Southwood stated that, under the licensing schemes, landlords of privately rented homes within the designations are required to apply to the Council for licences for which fees must be paid. Where licences are granted, the Licence Holder and Manager, if different, are required to comply with property management licence conditions.

Councillor Southwood stated that it had been agreed to consult on proposals to renew the 2014 additional and selective licensing and on extending selective licensing to other areas of the borough.

RESOLVED:

- i) Cabinet noted the outcome of the consultation process detailed in the Consultation Findings Report of September 2019 as set out in Appendix 1, in particular, the representations received and the Council's consideration thereof, and the response to these representations as set out in Appendix 2.

- ii) Cabinet noted the consultation evidence set out in Appendix 3 relating to the problems being caused by poorly managed HMOs, and also that the report has considered that additional licensing will assist the Council in achieving wider objectives, as well as alternatives to additional licensing.
- iii) Cabinet noted the content of the Equality Impact Assessment as set out in Appendix 10.
- iv) Cabinet agreed, subject to recommendations 1 – 3 above, that the legal requirements for introducing additional licensing for the whole of the Borough of Brent as set out in paragraphs 10.1 to 10.6 of the report have been met.
- v) Cabinet agreed, subject to recommendations 1 – 3 above, that the Council using its powers under section 56 of the Housing Act 2004, to renew and authorise the designation of the entire Borough of Brent as an area subject to additional licensing to last for five years from 1st February 2020 or on a later date to be set by the Strategic Director of Community Wellbeing as delineated and edged red on the map at Appendix 5.
- vi) Cabinet agreed that the evidence report set out in Appendix 3, highlights that the legal requirements as set out in the report, paragraphs 10.11 to 10.21, for introducing Selective Licensing on the grounds of anti-social behaviour (ASB); and/or poor property conditions; and/or high levels of deprivation have been met with regard to the proposed selective licensing designation areas as summarised in table 2 in section 5.0 of the report.
- vii) Cabinet agreed, subject to recommendations 1 – 3 above, to authorise the designation of four areas for selective licensing to last for five years from the date of designations coming into force, and which cover the following Council wards as delineated and edged red on the map(s) in appendices 4A to 4D:
 - i. Designation 1: A selective licensing scheme designation in the wards of Harlesden, Wembley Central and Willesden Green wards under Part 3, s.80 Housing Act 2004 on the grounds of poor housing (property) conditions and ASB with effect from 1st April 2020, or at a later date in accordance with the statutory time required for the scheme to come into force.
 - ii. A selective licensing scheme under Part 3, s.80 Housing Act 2004 to the following designated areas of the borough with effect from 1st April 2020, or at a later date in accordance with the statutory time required for the scheme to come into force, for the reasons as follows:

Designation 2: Queensbury, Fryent and Brondesbury Park – this is along the A5 corridor and on the Grounds; Poor Housing (Property) Conditions and ASB

Designation 3: Barnhill and Welsh Harp – Grounds; Poor Housing (Property Conditions), Deprivation and ASB

Designation 4: Northwick Park, Preston, Tokyngton (Excluding Wembley Park), Alperton and Sudbury on the Grounds; Poor Housing (Property) Conditions and ASB.

- viii) Cabinet agreed to seek consent from the Secretary of State for the designation for Selective Licensing of the four designation areas as set out in appendices 4A to 4D and paragraph 2.7, which will last for five years from the date of the designation(s) coming into force, if approved by the Secretary of State.
- ix) Cabinet agreed the authority to issue the required statutory notifications in relation to the Additional and Selective Licensing Scheme designations be delegated to the Strategic Director of Community Wellbeing, in consultation with the Lead member for Housing and Welfare Reform.
- x) Cabinet agreed that, subject to the issue of statutory notifications, that the Strategic Director of Community Wellbeing, in consultation with the Lead Member for Housing and Welfare Reform be authorised to decide the date from which the council will begin to accept applications for Additional licensing.
- xi) Cabinet agreed that, subject to consent being obtained from the Secretary of State, and the issue of statutory notifications, that the Strategic Director of Community Wellbeing, in consultation with the Lead Member for Housing and Welfare reform be authorised to decide the date from which the council will begin to accept applications for Selective Licensing for each of the four designated areas and decide the date on which the designations and the extended Selective Licensing scheme will come into effect.
- xii) Cabinet agreed that the licensing conditions for the proposed designation areas for additional licensing as set out in Appendix 8, and for selective licensing as set out in Appendix 9 be approved and authorised the Strategic Director for Community Wellbeing, in consultation with the Lead Member for Housing and Welfare Reform, to make any minor variations to such licensing conditions.
- xiii) Cabinet agreed to the proposed fee structure for licence applications under the Additional and Selective Licensing schemes set out in Appendix 7.
- xiv) Cabinet agreed that authority be delegated to the Strategic Director of Community Wellbeing, in consultation with the Lead Member for Housing and Welfare Reform to agree the basis for and level of any changes including discounts which may be applied to these licensing application fees.
- xv) Cabinet noted that the Additional and Selective Licensing schemes will be kept under review at least annually. Any significant changes, including the withdrawal of a licensing designation or a proposal to introduce any new designation(s), will be subject to further consultation and a decision by Cabinet.

12. Continued Use of Retained Right to Buy Receipts

Councillor Ellie Southwood, Cabinet Member for Housing & Welfare Reform, stated that the Council has an ambitious strategic housing target to deliver 1,000 new affordable homes every year, over the next five years. This target was set to meet growing demand in the borough for affordable housing. Alongside growing demand, the number of council homes has reduced through tenants evoking the Right to Buy (RTB). The council is then required to use receipts from the sale of council homes under the RTB to provide replacement affordable home.

Councillor Southwood stated that to ensure current and future housing demand is met, the council has committed to utilising all potential delivery routes including building 1,000 new council homes for Brent residents.

Cabinet noted that, in 2015, Cabinet decided how RTB receipts were to be distributed in order to deliver affordable housing for Brent residents. This report recommends the Council continues to retain RTB receipts in line with the Brent Retention Agreement (2012) with the Secretary of State and the following strategy;

- To award local authority grant to external providers to provide new affordable housing, leveraging significant investment
- To invest RTB receipts in the direct delivery of council-owned to provide new affordable housing, reducing overall council borrowing
- To continue the existing acquisition programme to provide new affordable housing, integrated with the Councils wider market acquisitions programme;
- To support investments in the Housing Zones to acquire development in order to facilitate and accelerate development and the provision of affordable housing; with a view to align the use of retained RTB receipts with the council strategic housing target to deliver.

RESOLVED

- i) Cabinet agreed the continuing retention of Right to Buy receipts (subject to government legislation), as part of the Brent Retention Agreement (2012) with the Secretary of State for Ministry of Housing Communities and Local Government until 31 March 2024.
- ii) Cabinet agreed to continue to acquire existing properties until 31 March 2024 subject to financial viability including the flexibility to part-fund the cost of advance purchases within the South Kilburn regeneration area through retained Right to Buy receipts.
- iii) Cabinet agreed to continue to grant retained Right to Buy receipts to external partners for the provision of affordable homes for rent in line with the agreed procedure and delegate authority to the Strategic Director for Community Wellbeing in consultation with the Director of Finance and Operational Director for Housing to approve the criteria for grant funding, to approve criteria for evaluation of bids and to approve the allocation of such grants on acceptable terms.
- iv) Cabinet agreed to continue to contribute retained RTB receipts to support residential development of council-owned sites and for a commensurate proportion of the homes to be provided as affordable rented accommodation,

subject to financial viability and to delegate authority to the Strategic Director for Community Wellbeing in consultation with the Director of Legal, HR, Audit and Investigations, the Director of Finance and the Operational Director, Housing to approve the contribution of such receipts.

13. Digital Strategy and Business case 2019-2023

Councillor Margaret McLennan, Deputy Leader of the Council, introduced the report presenting Cabinet with the draft Digital Strategy and draft Cyber Security Strategy 2019-23 for agreement. The draft strategy builds on the 2017-20 strategy which was agreed in June 2017 and is aligned to the 2019-23 Borough Plan. The report also presents an Outline Business Case (OBC) for capital investment to deliver the strategy for Cabinet agreement. In addition, the report seeks Cabinet approval to procure a digital development partner.

RESOLVED

- i) Cabinet agreed the Digital Strategy 2019-23 as set out in Schedule 1.
- ii) Cabinet agreed the Outline Business Case as set out in Schedule 2 with the funding identified to deliver the programme.
- iii) Cabinet agreed the Cyber Security Strategy 2019-23 as set out in Schedule 3.
- iv) Cabinet delegated to the Strategic Director of Customer and Digital Services, in consultation with the Deputy Leader, the authority to award a contract for a digital development partner.

14. South Kilburn Queens Park (SKQP) LLP - Termination and the Option to Acquire Falcon Land

Councillor Margaret McLennan, Deputy Leader of the Council, introduced the report providing an update on the South Kilburn Queens Park Limited Liability Partnership (SKQP LLP) and seeking Cabinet's authority to terminate the SKQP LLP Project Agreement and Members Agreement should it not be possible for the parties to resolve matters by 30 October 2019.

Councillor McLennan stated that, in order to give the Council, the greatest flexibility to determine the future of the site, Cabinet's approval is sought to enter into an options agreement to acquire the Falcon Public House. This would give the Council the right (but not the obligation) to acquire the site.

Councillors Tatler and Southwood said that it was important to work closely with TfL to make the most of a strategically important site.

RESOLVED

- i) Cabinet noted the content of the report and appendices.

- ii) Cabinet agreed to terminate the SKQP LLP Project Agreement and Members Agreement after 30 October 2019 should it not be possible for the parties to agree a solution with regard to outstanding conditions precedent.
- iii) Cabinet agreed that, subject to termination of the SKQP LLP Project Agreement and Members Agreement pursuant to paragraph 2.2, Brent Council enter into the option agreement to acquire the Falcon Public House site.
- iv) Cabinet delegated authority to the Strategic Director of Regeneration and Environment in consultation with the Cabinet Member for Regeneration, Property and Planning, to exercise its option and agree terms for the acquisition of the Falcon Public House site.

15. **Brent Local Plan Publication and Submission for Examination**

Councillor Shama Tatler, Cabinet Member for Regeneration, Property and Planning, introduced the report seeking Cabinet approval for the draft Brent Local Plan to go through the next statutory stages required for its adoption. This includes publishing the Plan for consultation and subsequently after considering the consultation responses recommending to Full Council that the Local Plan is submitted for Examination by a Planning Inspector appointed by the Secretary of State.

Councillor Tatler stated that the report also seeks approval of an updated Local Development Scheme, the document that sets out a work programme for planning related documents for the next 3 years.

RESOLVED

- i) Cabinet agreed that the Brent Local Plan set out in Appendix 1 is published for consultation.
- ii) Cabinet delegated authority to the Strategic Director of Regeneration and Environment in association with the Cabinet Member for Regeneration, Property and Planning to make proposed modifications to the Brent Local Plan prior to submission and if required through the Examination process.
- iii) Cabinet recommended that Full Council approve the submission of the draft Brent Local Plan with any proposed modifications, plus associated documents as set out in regulation 22 of The Town and Country Planning (Local Planning) (England) Regulations 2012), to the Secretary of State for Examination.
- iv) Cabinet approved the Brent Local Development Scheme 2019-22 as set out in Appendix 2.
- v) Cabinet delegated authority to the Strategic Director Regeneration and Environment in association with the Cabinet Member for Regeneration, Property and Planning to approve future Brent Local Development Schemes.

- vi) Cabinet revoked the Alpertown Masterplan Supplementary Planning Document July 2011.

16. **Article 4 Directions to Remove Permitted Development Rights for Changes of Use from Office and Light Industrial to Residential and also from Residential to Houses in Multiple Occupation**

Councillor Shama Tatler, Cabinet Member for Regeneration, Property and Planning, introduced the report seeking Cabinet approval to proceed with non-immediate Article 4 Directions. Once set, it will seek to remove permitted development rights for change of use from offices and light industrial to residential. This will apply to areas not already covered by Article 4s the Council previously introduced, which became effective on 10th August 2018. The other will also seek to remove the permitted development rights between residential dwellings and houses in multiple occupation. This will apply to the whole borough where the Council is local planning authority.

RESOLVED

- i) Cabinet approved the issuing of a non-immediate Article 4 Direction removing permitted development rights for change of use from Office (B1(a)) and Light Industrial (B1(c)) to residential (C3) for the remainder of the borough not covered by existing Article 4 Directions to remove these permitted development rights.
- ii) Cabinet approved the issuing of a non-immediate Article 4 Direction removing permitted development rights for change of use from Residential (C3) to Houses in Multiple Occupation (C4).
- iii) Cabinet delegated authority to the Strategic Director for Regeneration and Environment in association with the Cabinet Member for Regeneration, Property and Planning to consider consultation responses and the decision on whether to confirm the Article 4 Directions.

17. **Secondary School Expansion Programme - Update and Approval of Capital Funding**

Councillor Muhammed Butt, Leader of the Council, welcomed Ms Ciara McCombe, a teacher at the Convent of Jesus and Mary Language College, to the meeting. Ms McCombe clarified that she was speaking in her capacity as a Brent resident and not a teacher.

Ms McCombe expressed concern at the expectation that the North Brent School will open in September 2020, providing 4FE from the current Wembley High Technology College site, before moving to permanent accommodation on the Chancel House site in September 2022. Ms McCombe raised concerns about the admissions leaflets being used by the school which did not mention a move to the Neasden site.

Ms Gail Tolley, Strategic Director, Children and Young People, stated that she would look at the admissions documentation that has been sent out by the school and would contact the North Brent School.

Councillor Amer Agha, Cabinet Member for Schools, Employment and Skills, introduced the report presenting a proposal and seeking approval to move forward with plans to meet the projected demand for secondary school places as set out in the School Place Planning Strategy 2019-2023.

Councillor Agha stated that the report provides an analysis of demand based on the latest pupil projections from the Greater London Authority (GLA) (based on the January 2019 school census) and the outcomes of feasibility work undertaken on school expansion proposals. Councillor Agha stated that the report recommends proposals that would comprise a Secondary Expansion Programme to meet secondary basic need and seeks approval for capital funding to be allocated to deliver that programme.

RESOLVED

- i) Cabinet approved the secondary school expansion programme as described in paragraph 3.15 of the report.
- ii) Cabinet allocated £35.1m of capital funding to deliver a phased secondary school expansion programme.
- iii) Cabinet noted that further reports will be brought to Cabinet seeking approval of capital allocations to individual projects from the overall programme funding based on detailed project business cases.
- iv) Cabinet noted that the Strategic Director of Regeneration & Environment will make decision/s to award one or more low/medium value services contracts for the consultant team required to deliver the secondary school expansion programme.

18. **Development of Family Hubs**

Councillor Mili Patel, Cabinet Member for Children's Safeguarding, Early Help and Social Care, providing Cabinet with information regarding ongoing work to develop the existing 17 Children's Centres into eight integrated Family Hubs for Brent families with children aged 0-18 years, and to 25 years for those with children with disabilities.

Councillor M Patel stated that the new Family Hubs will build on existing children's centre services and the local authority statutory responsibilities regarding the provision of children's centres.

Councillor Tatler and Councillor Hirani spoke in support of the proposals in terms of early intervention with families in need.

RESOLVED

- i) Cabinet agrees to the development into Family Hubs of those sites listed in Table 1 below for the reasons detailed in the report and particular in paragraph 6.10 of the report.

Table 1

Current Children's Centre sites proposed to become Family Hubs

Fawood and Curzon (managed as one Hub)	Preston Park (adjacent to Preston Park primary school)
Alperton (adjacent to Alperton School)	St Raphael's (centrally located on the Stonebridge estate)
Church Lane (adjacent to Fryent Primary school)	Three Trees (adjacent to Queens Park Community school)
Granville Plus (part of the Granville site)	Willow (predominantly as a SEND hub situated adjacent to Chalk Hill Primary school)

- ii) Cabinet agrees that the sites detailed in Table 2 below will cease Children's Centre provision, and seek alternative usage options for the reasons detailed in the report and in particular in paragraph 6.10 of the report.

Table 2

Current sites proposed to end existing Children's Centre provision from, seeking alternative usage options:

Mount Stewart (based on Mount Stewart school site, possible future use as a full time school nursery)	Welcome Centre and Barham Park Annex (possible future use for Barham Park site as a community resource by a voluntary sector provider)
Treetops (based in King Edward Park possible future use by the onsite private nursery provider full time)	Wykeham (adjacent to Wykeham primary school, possible future use by the school as 2 year olds' provision or for alternative educational use).
Wembley Primary (Integrated with Wembley primary school, possible future use by the school as additional office and nursery provision)	Harmony (adjacent to Mitchell Brook primary school, possible future use as continuation of school nursery or for alternative educational use).

- iii) Cabinet approved an approach to manage Family Hubs as set out in the report and in particular in paragraph 6.21 of the report, with health services being commissioned and the majority of other services being brought in-house.
- iv) Cabinet delegated authority to the Strategic Director, Community Wellbeing in consultation with the Lead Member for Public Health, Culture and Leisure to tender and award a contract(s) to deliver health services from Family Hubs as detailed in appendix 4.
- v) Cabinet delegated authority to approve requests to the Strategic Director, Children and Young People to Tender and Award some specific services to be delivered from Family Hubs as detailed in appendix 4.

19. Consultation on Admissions Arrangements for Community Schools for 2021/22

Councillor Amer Agha, Cabinet Member for Schools, Employment and Skills, introduced the reports seeking Cabinet approval to consult on proposed changes to the Admission Arrangements for Brent Community Schools for 2021/22.

Councillor Agha outlined the changes proposed:

- a. to refine the wording of the admission oversubscription criteria so that it is clearer and easier to understand;
- b. to introduce a provision for multiple birth children to receive a higher priority for a named school if one of the children has an Education, Health and Care Plan;
- c. to introduce a mechanism for making decisions about applications in situations which are not covered in the arrangements;
- d. to expand the information available within the admission arrangements.

RESOLVED

- i) Cabinet agreed to carry out a statutory consultation on the proposed changes to Community Schools Oversubscription Criteria as set out in section 4.0 of the report, to take effect for the academic year 2021/22. The consultation is as required by the School Admissions Code, revised in December 2014.
- ii) Cabinet noted that the results of the consultation will be reported back to Cabinet for a final decision on the proposals by February 2020.

20. **Exclusion of Press and Public**

None


21. **Any other urgent business**

None.

The meeting ended at 5.50 pm

COUNCILLOR MUHAMMED BUTT
Chair

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 Brent	Cabinet 11 November 2019
	Report from the Director of Finance
Draft Budget 2020/21 – 2022/23 and medium term financial outlook	

Wards Affected:	ALL
Key or Non-Key Decision:	KEY
Open or Part/Fully Exempt:	OPEN
No. of Appendices:	Four: Appendix A: Summary of 2020/21 budget proposals Appendix B: Summary of 2021/22 - 2022/23 budget proposals Appendix C: Detailed budget templates for 2021/22 - 2022/23 proposals Appendix D: HRA Business Plan
Background Papers:	July Finance Review, Cabinet July 2019
Contact Officer(s):	Minesh Patel Director of Finance Email: minesh.patel@brent.gov.uk Tel: 020 8937 6528 Ravinder Jassar Head of Finance Email: ravinder.jassar@brent.gov.uk Tel: 020 8937 1487

1.0 Purpose of the Report

- 1.1 The purpose of this report is to set out the Council's budget proposals for 2020/21 and beyond. It therefore includes other key activities in relation to

setting the 2020/21 budget, including dealing with any surplus or deficit on the Council's collection fund and the updating of technical budget assumptions since they were last presented to Cabinet in July 2019. It also provides a general update on the overall financial position, including an assessment of the Government's one-year spending review and other reforms to Local Government finances.

- 1.2 The Council set its budget and council tax for 2019/20, and its business plans for 2020/21, at the February 2019 Council meeting. This included the delivery of £9.5m of savings in 2019/20 and plans for £11.4m of savings to be delivered in 2020/21. In addition, officers' best estimate of the budget gap between 2021/22 and 2022/23 was £20m. This was an estimate based on the limited information available at the time as the exact gap is inherently uncertain simply because of the number of variables to be estimated and the difficulty of doing so over longer periods of time. This was further compounded by the lack of medium term funding information from central government and the significant reforms to local government funding proposed from April 2020.
- 1.3 Over the summer, a comprehensive review of technical budget assumptions took place, including a review of the 2020/21 savings plans. The outcome of these changes are set out in section four of this report, however, for the avoidance of doubt the position for 2020/21 is still in balance, in line with that estimated in February 2019 and in accordance with statutory obligations. In addition, following the one year spending review announced in September 2019 and a review of budget assumptions for the next two years, it is estimated that savings of £6.1m will need to be delivered between 2021/22 and 2022/23. This is made up of savings of £5.6m to balance the overall budget and a contingency budget of £0.5m to mitigate any unforeseen risks to future budget assumptions.
- 1.4 Officers have therefore now brought forward a series of new proposals which, if approved following consultation and scrutiny, would be implemented between 2021/22 and 2022/23. Taken together with the new proposals and updates to budget assumptions introduced by way of this report, if these were all to be agreed, it is expected that the budget for the next three years would be balanced. This is subject to the outcome of the consultation and scrutiny processes, as well as the uncertainty around a longer term Spending Review and the outcome of other significant reforms to Local Government funding, for example the Fair Funding review. Therefore, these estimates, particularly for 2021/22 and beyond, remain subject to change. The new savings proposals for 2021/22 and 2022/23 are summarised in Appendix B and full details of each of the proposals are set out in Appendix C.
- 1.5 This approach will place the council in a strong financial position, as planning the budgets for future years well in advance will enable sensible phasing of the implementation of proposals to minimise the impact on services to residents.
- 1.6 Having confronted difficult decisions early in the financial planning cycle the Council is now able to build into its financial plans the benefits of significant efficiency gains. The new proposals for 2021/22 and 2022/23, for example, include expected gains from re-procurement of major contracts of over £3.7m

and efficiency savings of nearly £1m. This does not mean that delivering these planned savings, if approved, will be managerially straightforward, or that front-line services will be entirely unaffected, or that they can be achieved without staffing reductions, but it is nonetheless the case that the new proposals set out in this report do not include the wholesale cuts to services that many councils are considering and indeed implementing.

- 1.7 Setting budgets for more than a single year will also allow the council to continue its longer-term approach to financial planning, identifying more opportunities to reduce costs and increase efficiencies without reductions to services that our residents value. At this stage, however, Cabinet is merely being asked to note the position so that consultation can be conducted, prior to a formal budget being recommended to the February 2020 Council meeting. This report therefore sets out the remaining steps necessary to complete the 2020/21 budget and the indicative business plans for 2021/22 and 2022/23, including the consultation and scrutiny processes to be followed, and it updates the medium term financial outlook for 2020/21 and beyond.
- 1.8 For the 2020/21 budget, all of the proposals were consulted upon and agreed in February 2019, which will enable the Council to set a balanced budget, in accordance with statutory obligations. In summary, the key features of the 2020/21 budget are:
- A council tax increase of 3.99%, making a Band D council tax of £1,312.74 (for the Brent element). The GLA precept is unknown at this stage and is subject to their own decision making and consultation process. The amount is expected to be announced in December.
 - Budget savings proposals (all of which were considered by Council in February 2019) with an aggregate value of £7.4m, as summarised in Appendix A.
- 1.9 The process following this Cabinet meeting is: -
- Proposals, together with any changes made by Cabinet, to form the basis of consultation between November 2019 and January 2020 with local residents, businesses and other key stakeholders;
 - Scrutiny committees to review the budget proposals and report accordingly;
 - General Purposes Committee, in December, will review the calculation of the council tax base; and
 - After consultation, a budget report will be presented for Cabinet to recommend a final budget and council tax to the February 2020 Council meeting.

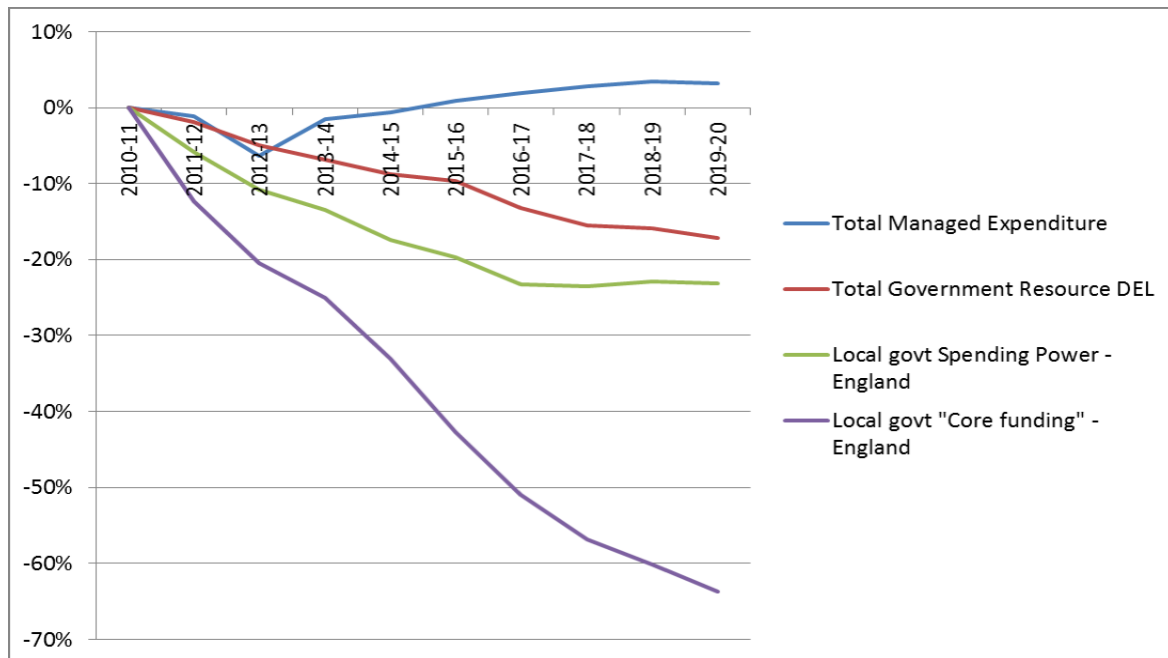
2.0 Recommendation(s)

- 2.1 That Cabinet notes the overall financial position.
- 2.2 That Cabinet agrees to consult on the budget proposals as set out in Appendices A, B and C.
- 2.3 That Cabinet agrees to consult on council tax increases of 3.99% in 2020/21, subject to the legislative uncertainty set out in section four of this report.
- 2.4 That Cabinet endorses the approach to the statutory process of consultation, scrutiny and equalities between November 2019 and January 2020, as set out in section seven of this report.
- 2.5 That Cabinet endorses the changes to the technical budget assumptions underpinning the budget as set out in section four of this report.
- 2.6 That Cabinet agrees the estimated Collection Fund balance relating to Council Tax and Business Rates for 2020/21 as nil (no surplus or deficit) as set out in section six of this report.
- 2.7 That Cabinet notes the position with regard to the School funding reform proposals, as set out in section eight.
- 2.8 That Cabinet agrees to consult on a rent increase of 2.7% for the 2020/21 Housing Revenue Account (HRA) budget, as set out in section nine and Appendix D.
- 2.9 That Cabinet notes the key assumptions in the HRA business plan, as set out in Appendix D.
- 2.10 That Cabinet notes the position with regard to the Capital programme, as set out in section ten.

3.0 Current Financial Context

- 3.1 As set out in the July 2019 Finance Review Cabinet report, local government has faced an extremely challenging financial outlook following a prolonged period of austerity as well as disproportionate growth in demand for key services. Chart 1 overleaf compares the like-for-like cumulative change in core funding with total public and departmental spending over the decade to 2019/20. Core funding from central government will have fallen by 63% in real terms, local government revenue “spending power” (as defined by government) will have fallen by 23%, while overall public spending will have increased marginally over the same period.

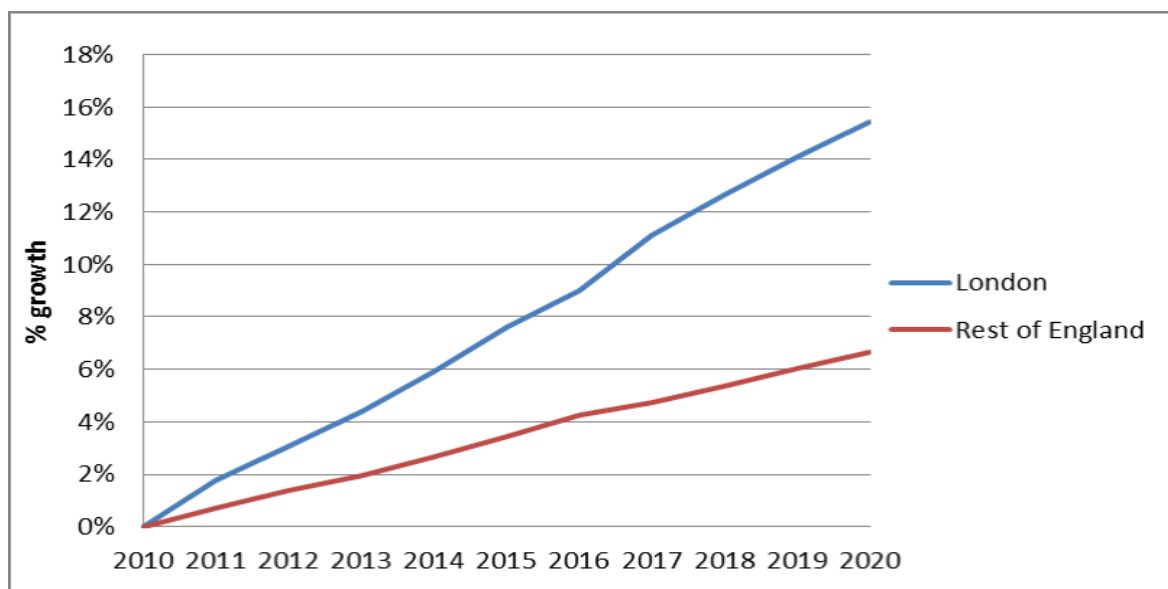
Chart 1 - Cumulative like-for-like change in public spending - 2010-11 to 2019-20



Source: HMT (Budgets/Autumn Statements since 2011); DCLG (LGF Settlements 2011-12 to 2018-19)

- 3.2 At the same time, local government continues to experience growth in demand for services, driven by significant demographic change. Between 2010 and 2020 London's population will have risen by over 15%, more than double the rate of growth across the rest of England (7%). As population is fixed within the current funding distribution, this growth has compounded the effect of sustained funding reductions.

Chart 2 – Population growth 2010 to 2020 London vs England



Source: ONS, Mid-Year Estimates (to 2016) and Sub-National Population Projections (from 2016 onwards)

- 3.3 This disproportionate growth is set to continue, with London's population forecast to increase by 21% (to over 11 million) between now and 2039, compared with just 11% across the rest of England. These disproportionate

increases are forecast across all of the major age cohorts: the child population, working age adults and those over 65.

3.4 As reported to Cabinet in July 2019, from April 2020 the Government was set to implement three major sector specific events that will change the amount of funding every local authority will receive.

1. The Spending Review. This sets out the overall quantum of central government funding to local government. A three-year period was expected, however in September the government announced a one year Spending Review for 2020/21 only.
2. The Fair Funding Review. This will determine the new funding baselines for the start of the 75% business rates retention scheme from April 2020 and therefore determine the distribution of core central government funding to local government. The Secretary of State confirmed that this will be delayed by one year to April 2021.
3. 75% business rates retention. This will involve establishing new business rates baselines, setting new parameters regarding the level of risk/reward and therefore, the ability of each local authority to benefit from locally generated growth. This has also been confirmed to be delayed by one year to April 2021.

3.5 Despite the delay in implementing these reforms, the Spending Review revealed Local Government funding is set to grow by 4.1% in real terms in 2020/21, an additional £3.5 billion, increasing public spending as a share of national income for only the second time since 2009. On the whole the additional funding is good news for councils, especially for social care. That said, the funding boost will not be enough to return all government departments' budgets to their pre-austerity levels.

3.6 The government announced their top priorities in the Spending Review, which were reaffirmed in the Queen's Speech on 14 October 2019, to where much of the additional funding has been allocated, and these included:

- Health and social care - the government reaffirmed the existing five-year settlement for the NHS, with an additional £33.9bn more per year by 2023/24, compared to 2018/19 budgets. There will also be an additional £1bn for adult and children's social care and the government will be consulting on a 2% adult social care precept to enable councils to access a further £0.5bn.
- Education and skills - the schools' budget will rise by £2.6bn in 2020/21, which will include per pupil funding of £3,750 at primary and £5,000 at secondary schools. The additional funding is inclusive of £700m more funding in 2020/21, to support children and young people with special educational needs. £400m of additional funding for Further Education has also been announced.

- Tackling crime - an extra £750m for policing to pay towards the government's commitment to recruit an additional 20,000 officers by 2023, which forms part of a 6.3% real terms increase in Home Office funding;
 - Brexit - the Spending Round confirms £2bn of core funding provided to departments for Brexit in 2019/20 will be continued into 2020/21. This money will be used to help pay for the costs of establishing a new relationship with the EU.
- 3.7 The government have outlined that they will bring forward substantive proposals to fix the crisis in social care. This will include setting out legislative requirements. Beyond restating some of the initiatives the government has already taken (e.g. introducing and extending the Adult Social Care precept), the government does not provide a specific timetable of when it will put forward proposals or when the long-delayed adult social green paper will be published. It remains to be seen how this will link to the Fair Funding Review and the current Adult Social care precept. For education services the government outlines that it will move further towards delivering funding directly to schools, through a single national formula, so that it is fair and equitable for every school in the country. The government does not indicate how this relates to the existing education funding reform agenda. The government also outlines that they will continue to expand the free schools programme.
- 3.8 It is clear that positive benefits for public services came out of the Chancellor's speech. However, there are concerns associated with the one-year Spending Review, most notably the absence of the latest Office of Budget Responsibility (OBR) fiscal forecasts. With the Spending Round linked to seemingly out of date estimates it is possible that the amount of Government funds available for public services may shrink, once the OBR forecasts are updated later this year. This therefore raises questions as to how these promises will be funded in the short to medium term and therefore does not necessarily provide a clear signal of what to expect either at Spending Review 2020 or in the longer term. This point was supported by the Institute of Fiscal Studies, in its annual review of government finances, which concluded that 'if the economy fails to grow as hoped – for example, due to a disruptive Brexit or other policies that undermine growth – the return to significant real spending increases could be short-lived'. Indeed, they suggest a return to austerity could well follow a mini spending boom.
- 3.9 At the date of despatch of this report, ministers backed a bill to hold a general election on 12 December 2019. This follows confirmation of a Brexit delay until 31 January 2020 after the European Union agreed to the UK's extension request. Whilst there is much informed, and ill-informed, speculation on what the national and local consequences might be, both in the form of whether or how the UK will leave the European Union and the outcome of the general election, the reality is that it is too soon to be able to make any sort of reliable estimate of the consequences for local government.
- 3.10 As a result, at this stage it is intended to proceed as planned with the draft budget proposed in this report. This assumes that, irrespective of the outcome

of the general election, the Local Government Finance Settlement will be announced in December to confirm the funding for 2020/21. In addition, no immediate material changes to the council's medium term financial strategy are proposed at this stage as a result of the matters noted above. However, it will clearly be essential for the council to act as flexibly as necessary in response to changing circumstances. Any material changes to planning assumptions will be reflected in the budget to be considered by Cabinet in February.

3.11 Historically, the council has had a degree of protection for the impact of an economic downturn or recession, as central government would not automatically cut revenue support grant and other funding streams in response to a recession. However, by 2020 most of the council's income will come from revenue streams that are particularly sensitive to a recession:

- council tax income would be reduced if more people are entitled to council tax support due to unemployment;
- growth in council tax may be reduced if there is a recession and fewer people move to Brent, or fewer developers bring new homes forward;
- business rates are unlikely to grow, and could fall, if there is a recession; and
- other significant elements of income, such as planning fees and building control income, may be reduced if there is a reduction in construction within the borough.

3.12 The nature of these risks differ. Some of them are relatively short term and any budgetary pressures they caused would in principle be resolved by recovery after the recession. Others, however, go the other way. For example, a reduction in house building or business growth will tend to take years to unwind under the new system, if at all. Central government can finance any reductions in their income from taxation or by borrowing, but the council cannot fund reductions in income in this way. Instead, this volatility is managed through reserves. The council has general reserves of £15m to cover such risks, which is c5% of the Council's net budget, and relatively low when compared to other London Boroughs. However, by way of context, if the rate of new homes development halved for just three years, modest compared to some previous recessions, then this reserve would be entirely depleted. As a result, this position will be reviewed as part of this budget setting process and is discussed further in section four.

3.13 Since 2010 the Council has delivered against a series of challenging financial targets, through a combination of effective financial management and cost control and more innovative approaches to investment and demand management. This approach has been very effective where Brent has managed its finances well by adopting a forward-looking financial strategy based on taking difficult decisions early, allowing time for implementation. This has led to total savings of £174 million being delivered since 2010.

3.14 That being said, based on what is currently known, or can reasonably be assumed, about future funding settlements further reductions in expenditure will be required. The Council will need to take difficult decisions about which

services to prioritise and protect and which to reduce in order to continue to deliver affordable and sustainable budgets. Accordingly, this draft budget seeks to set a reasonable and proportionate course over the next three years. The proposals for 2020/21 were extensively consulted upon and agreed by Council in February 2019. New proposals of £6.1m, set out further in section five, are being put forward for consultation, by way of this report, which would be need to be agreed in order to balance the budgets of 2021/22 and 2022/23.

- 3.15 Well-run councils like Brent always seek to set their budgets for at least the next two years, bearing in mind that the legal framework for local authority budget setting is essentially an annual one. This transparent approach allows residents to understand what changes to service provision are planned, and also gives sufficient certainty to enable effective management of the necessary changes and risks. Subject of course to the consultation and scrutiny processes set out in this report, the budget proposals would give the Council a head-start on its business planning for the next three years.
- 3.16 Clearly, the financial context remains very challenging. However, in developing draft proposals for consultation in even the most sensitive areas of service provision managers have sought to identify creative ways to achieve efficiencies without damaging service provision. This process is described further in section five of this report.

4.0 Update on Key Budget Assumptions

- 4.1 The Council set its budget and council tax for 2019/20, and its business plans for 2020/21, at the February 2019 Council meeting. This included agreeing that the budget should be constructed on the basis of a council tax increase of 4.99% in 2019/20 and 3.99% in 2020/21. In addition, a range of savings proposals were agreed of £9.5m in 2019/20 and £11.4m in 2020/21.
- 4.2 Since then Cabinet received an update on the financial position in July 2019. At this meeting, Cabinet confirmed their intention that, as previously announced and subject to consultation and any other material changes to circumstances, to increase council tax by 3.99% in 2020/21 and proceed with the savings referred to in the paragraph above. On this basis this meant that no new savings proposals need to be developed for that year and, if agreed, the budget for 2020/21 would be balanced.
- 4.3 In addition, officers' best estimate of the budget gap between 2021/22 and 2022/23 was £20m. This was an estimate based on the limited information available at the time as the exact gap is inherently uncertain simply because of the number of variables to be estimated and the difficulty of doing so over longer periods of time. This was further compounded by the significant reforms to local government funding proposed from April 2020.
- 4.4 Over the summer, a comprehensive review of technical budget assumptions contained within the Medium Term Financial Strategy (MTFS) took place, including a review of existing savings plans, future expenditure assumptions and use of reserves. The outcome of these changes are set out in the following

paragraphs. The MTFS is the Council's key financial planning model and ensures that the Council is able to optimise the balance between its financial resources and delivery of its priorities. The MTFS informs the annual budget-setting process, ensuring that each year's budget is considered within the context of the Council's ongoing sustainability over the entirety of the planning period. In order to forecast the Council's future financial position, the MTFS contains a number of assumptions, the bases of which are regularly reviewed and reported to Cabinet. These assumptions are therefore subject to change, and are described further in the following paragraphs.

- 4.5 In summary, based on the update to budget assumptions set out in this report, and subject to consultation and scrutiny, the budget for 2020/21 is still balanced and total savings of £5.6m are estimated to be required to balance the budget between 2021/22 and 2022/23. Due to the inherent uncertainty in setting budget assumptions for longer than two years it is prudent to build a contingency within the MTFS. This has been conservatively set at £0.5m, and therefore the overall savings target is proposed to be set at £6.1m.

Review of 2020/21 savings plans

- 4.6 The delivery of the package of savings agreed by Council in February 2019 is regularly reviewed through the council's robust budget monitoring process, as well as other specific project boards for larger and more complex transformation programmes, and are reported to Cabinet on a quarterly basis. As with any large scale change program there will inevitably be slippage on some projects, as well as some plans not going ahead, for various operational reasons. For example, further work on a project may reveal an equalities issue that was previously overlooked which will either lead to a delay as further work is done or the project not going ahead altogether. Issues such as this are managed through the budget monitoring process as, where possible, mitigating actions are put in place, and monitored, to ensure the overall budget remains in balance.
- 4.7 Following on from last year's consultation, at present there are three savings planned for 2020/21 that are proposed not to proceed and one will be delayed by one year.
- *New Accommodation for Independent Living (NAIL)*
The delivery of £2m NAIL savings has been slower than first planned and mitigating actions have been put in place to re-phase the delivery over a longer period. However, two large schemes (Honeypot Lane and Knowles House) are not due for completion until 2021/22 at the earliest. Therefore, this saving is to be re-phased to 2021/22.
 - *Council Tax Support scheme*
This proposal was intended to reduce expenditure by £3.3m (current annual expenditure is £27m) following a move to a banded scheme in line with the Government's Universal Credit system. Detailed financial modelling of various schemes was undertaken to understand the impact on claimants in order to deliver this saving. This revealed a number of negative, and previously

unidentified, consequences and sharp reductions in the amount of financial support available for the most vulnerable residents in the borough. As a result of the impacts on these residents it is recommended that the new banded scheme should be overall revenue neutral, where the total amount spent remains the same as the current scheme.

- *Income from selling IT services*

As part of the shared IT service, £0.3m of additional income from selling IT services to another borough or external company was assumed. However, this was dependent on having a stable IT environment for the existing clients of the shared service. At present the current service is undergoing a period of stabilisation and therefore is not able to take on additional work. This will be kept under review, however the current working assumption is that this saving will not go ahead in its current form.

- *Met Patrol Plus*

Following the cessation of the Met Patrol Plus scheme by the Metropolitan Police Service, the budget for the service was to be used to deliver savings of £0.4m from 2020/21. However, given the Council's priorities, and level of serious violent crime in the Borough, it is now proposed that the associated budget is reallocated. This would be to offer community safety support and diversionary activities for the Safer Brent Partnership priorities, designed to reduce and prevent serious youth violence and support vulnerable young people in Brent. The fund will be applied to violence and vulnerability issues related to gaps the partnership have detected in the current provision, to help better meet the needs of residents and increase the prevention and diversionary offer. Such provision will involve increased outreach support for street based intervention, including bespoke mental health outreach support; young female diversionary programmes; increased Youth Offending Service Triage resource to reduce reoffending; school programmes and interventions and other increased community engagement support.

- 4.8 Overall, the impact of these changes adds £4.0m to the budget requirement from 2020/21 and moves £2m from 2020/21 to 2021/22. All other savings for 2019/20 and 2020/21 agreed by Council in February 2019 are on track to be delivered. This position will be kept under regular review as part of the budget monitoring process.

Council Tax

- 4.9 The calculation of the tax base is one of the technical stages in the process of setting the council tax. Brent, like all Local Authorities, has to work out how much next year's band D council tax should be so that the total tax that will be collected equals the budget required to pay for its services. In effect, the tax base represents the aggregate taxable value of all residential property in Brent. Recent analysis of the tax base suggests that the rate of housebuilding growth in the borough is slowing down. However, the data from the council's planning department shows a large number of consented schemes likely to complete in the latter half of 2019/20, and this general trend is also supported by new

council tax registrations that are currently awaiting banding by the Valuation Office Agency.

- 4.10 The council tax base was assumed to grow at 2.5% per year. However, the actual growth has been approximately 1% on average in the last two years. It is therefore prudent to adopt a lower rate of growth for budget setting purposes from 2020/21 to keep the collection fund in balance. Should the tax base for budget setting purposes be less than the prevailing tax base in the borough a deficit on the collection fund will have to be declared resulting in the need to either increase the level of Council Tax in subsequent years or reduce the tax base for budget setting purposes which would have the effect of increasing the overall budget gap. Therefore, based on an analysis of approved planning applications for residential development, new properties referred to the Valuation Office Agency that are awaiting banding and new developments where work has either started or is about to start with completion dates of within 12-18 months, it is proposed to adjust the tax base growth assumptions to 1.5%, which adds an average of £1.7m to the base budget.
- 4.11 Since 2016, the Government's policy on setting Council Tax has been to set a maximum limit of 3.99%, unless a referendum is conducted. In the last two years the Government has raised this limit by 1%, which the Council has had to take advantage of due to the rising cost of providing services to more residents as well reduced government funding. As part of the Spending Review, the government announced it intends to consult on a 4% referendum limit (2% for general inflation and 2% Adult Social Care precept) rather than the current 5% level. In addition, there is an implicit assumption in the government's budget assumptions that all local authorities will increase council tax up to the referendum limit. Overall, given the significant funding pressures described earlier in the report and the difficult proposals being considered to balance the budget, it is proposed to consult on increasing Council Tax by 3.99% in 2020/21 ahead of the outcome of the government's consultation. This will avoid having to hold a referendum and yield a further £4.9m of recurring income from 2020/21.

Business Rates

- 4.12 Following the Spending Review, the Government confirmed its intention to postpone the implementation of the full 75% business rates retention scheme by one year to April 2021, and end all 75% retention pilots after this year, including the London pilot.
- 4.13 After the announcement, representations were made to the Secretary of State for Housing, Communities and Local Government, via the Chair of London Councils, to reconsider the decision. This announcement was particularly disappointing as the pilot has been a successful collaboration between 34 authorities (32 London Boroughs, the City of London and the Greater London Authority), undoing this now would be a step backwards for collective governance in London, and the pool has succeeded in delivering significant

investment in projects that will drive economic growth and therefore increase the collective business rates tax base in London.

- 4.14 At the time of writing, the Government had not responded to the letter, however it seems unlikely the decision to end the pilot will be overturned. Were the decision to be reversed, the latest estimated financial benefit a London pilot pool could be expected to deliver is in the region of £185 million. The default position is that the London business rates retention pool will continue in 2020/21, under the pre-existing 67% scheme, unless revoked or amended. The final decision is expected in late October and will be confirmed as part of the Provisional Local Government finance settlement in December.
- 4.15 The potential financial benefits of London pooling under the 67% scheme are not as great as under the current 75% retention pilot as, put simply, there would be less growth retention (67% versus 75%). Based on the latest forecasts from London Boroughs a non-pilot pool would produce a net financial benefit of approximately c£25m, of which approximately £0.5m would accrue to Brent.
- 4.16 Brent has taken a prudent approach to business rates pooling by constructing the budget under the pre-existing 67% scheme (agreed retention scheme in 2017/18, prior to pilot pooling) and treating the additional income as one-off until the Government confirmed its intentions for the actual ongoing retention scheme. Overall, while the announcement to end pilot pooling was disappointing, the budget assumptions in the MTFS on business rates income remain sound.

Review of expenditure assumptions and reserves

- 4.17 Critical to understanding the overall budget are the annual growth assumptions, or estimated increases in unavoidable expenditure, that are built in to the MTFS model, for example contract inflation, pay inflation, meeting the cost of providing existing services for a growing population, etc. These estimates were set out in more detail for Cabinet in July and since then a detailed review of these assumptions has taken place.
- 4.18 In addition, a review has also been undertaken with regards to the Council's reserves. In considering reserves, it is important to distinguish between earmarked reserves which are planned to be used for a particular purpose but could be used for a variety of other purposes and those that are committed to a particular project or programme, even if not actually spent as yet. Comparing reserves is difficult, because it is not immediately obvious how another council's reserves should be classified.
- 4.19 Analysing use of reserves is key to starting to understand a Council's financial position and sustainability. Data recently released by the Ministry of Housing, Communities & Local Government shows that, of the 439 authorities analysed, reserve levels have actually increased in the past year. While this may seem

surprising, this increase has not been experienced equally by all local authorities and varies both by geography and by authority type.

- 4.20 In most cases, the key factor behind the growth in reserves in recent years is due to the lack of a long-term funding settlement for the sector and uncertainty around the Fair Funding Review. This uncertainty has led to councils topping up their reserves and building contingencies in their financial planning assumptions where possible to manage any unexpected disruptions to funding. Many will be relying on this funding to ensure continued service delivery.
- 4.21 This is particularly the case for Brent, where as part of the budget setting process in previous years, contingencies and allowances for uncertainty were built into the MTFS in order to build reserves and contain future funding risks, unexpected overspends and a failure to identify sufficient savings to balance the budget in-year and similar events. In addition, it is widely expected that the Fair Funding Review will move resources away from London and therefore on a worst-case, or even some more moderate case outcomes, there could be a substantial cliff-edge when it is introduced. If this turns out to be the case, these reserves would be essential to smooth out the impact.
- 4.22 Brent has total reserves of £368m as at 31 March 2019. On the face of it this would appear to be a high figure, but the following analysis shows that in practice the figure for all practical purposes is substantially lower. £240m (65%) of these reserves are for the funding of the Council's capital programme. £28m (8%) is legally ring fenced for bodies such as our maintained schools and the Housing Revenue Account. £85m (23%) of reserves have been earmarked for a specific purpose or future expenditure commitment. This includes reserves managed by departments (for example unspent government grants with ring fenced commitments or funds set aside to meet known, or unknown, expenditure pressures) and reserves used to smooth out expenditure that by its nature will vary considerably from year to year and avoid uncontrollable under and over spends, for example insurance claims, PFI contracts, redundancy and pension costs, etc. Finally, £15m (4%) is a general reserve which is held as a contingency against unforeseen events (for example unexpected in-year overspends, failure to identify sufficient savings to balance the budget in-year or future funding risks) and to ensure that the Council has sufficient funds available to meet its cash flow requirements.
- 4.23 The general reserve is relatively low when compared to other London Boroughs and is only c5% of the Council's net budget. The Local Government Act 2003 requires the S151 Officer to report on the adequacy of financial reserves when setting the General Fund budget requirement for the year. Therefore, as part of the review of reserves, it is proposed to increase the general reserve from £15m to £20m by re-allocating reserves that were previously earmarked for practical purposes but there are generally no statutory or similar reasons why they must be used for those purposes. This has the effect of strengthening the Council's overall financial position and resilience with regards to containing unexpected overspends or future funding risks.

- 4.24 As a result of this proposal, and the reasonable level of reserves that have been accumulated, the Council is now able to benefit from making prudent budget assumptions in previous years by reducing budgets that were being held as contingencies and allowances for uncertainty. This has the effect of reducing the overall budget gap. The adequacy of reserves will continue to be reviewed as part of the budget setting process.
- 4.25 The Council budgets for just under £6m for inflation on contracts, which equates to c2.5% per annum. However, the level of inflation that the Council is contractually obliged to fund every year varies from contract to contract. Another consideration is that over the last few years the Council has brought a number of services back in house and further in-sourcing is planned in the future, which would reduce the budget required for contract inflation. Following a review of the Council's major contracts it is estimated that the budget for contract inflation can be reduced by £2m.
- 4.26 The proposed adjustments above have the effect of reducing the overall budget gap. However, there are two growth items that are proposed to increase and these are set out below.
- 4.27 The Council has a commitment to pay all staff and contractors the London Living Wage (LLW). An annual budget of £1m is built into the budget assumptions to fund the additional cost of paying LLW as contracts are either re-let or brought back in house. In addition, the Council has made a commitment to make Homecare contracts LLW compliant from 2020. Further details of the financial implications are described in the Homecare report on the same agenda. In order to fund this commitment, it is proposed that this budget is increased from £1m to £1.5m.
- 4.28 A 2% pay award had been agreed up to 2020/21 and it had previously been assumed that this would continue over the next four years. While, the pay agreement from 2021/22 is still being negotiated, it is currently expected that the pay award could increase and accordingly a provision of 3% is to be allowed for in the budget assumptions. This adds £1m to the current base budget.

2020/21 Spending Review

- 4.29 As mentioned earlier in the report, the Spending Review announced new funding, and in some cases continued funding, for 2020/21 only. Despite being a one-year review, assumptions have been made, which is normal practice when setting multi-year budgets and a medium term financial strategy, regarding the funding for future years. Overall, the additional income has the effect of reducing the overall budget gap, as set out below.
- New funding, totalling £1bn for local authorities, was announced for adult and children's social care. Of this it is estimated that Brent's share will be approximately £5.5m.

- The existing social care grants will all continue for another year at the same levels as in 2019/20. This includes the Improved Better Care Fund (£11.6m), social care support grant (£2.3m) and winter pressures funding (£1.3m).
- Revenue Support Grant (RSG) will increase in line with September CPI inflation in 2020/21, whereas the MTFS model assumed RSG would reduce in line with the reductions seen in previous years. Overall this change increases RSG income by £3.7m.
- Public Health Grant will increase by around £100m nationally (over 3%). The increase for Brent is estimated at £0.4m, whereas the MTFS model had assumed a reduction of £0.5m in line with the reductions seen in previous years.
- The increase in spending announced for schools does not directly impact on the Council's General Fund budget being considered by way of this report. However, setting the budget for schools (Dedicated Schools Grant) is equally the responsibility of the Council with the Schools Forum acting as a consultative body that makes recommendations to Council on the Schools Budget. Further details are set out in section eight of this report.
 - Every secondary school will be allocated a minimum of £5,000 for every pupil next year while every primary school will be allocated at least £3,750 per pupil. A further detailed breakdown will be set out shortly by ESFA. Currently, Brent Schools already receive more than these minimum allocations hence it is likely that Brent will receive a smaller increase in funding compared to other areas.
 - The review announced an extra £700m to support children with special educational needs next year, an increase of 11% on 2019/20. Provisional allocations have been published showing Brent's share of this to be £4.8m which is broadly equivalent to the current year's funding gap, however it is expected that costs will rise further in 2020/21.

Overall Summary

- 4.30 All other income and expenditure assumptions are unchanged from those agreed by Council in February 2019. As set out above, the update of budget assumptions and the announcements in the Spending Review have had a significant impact on the MTFS model, where the overall budget gap can be reduced from that previously reported. These assumptions will continue to be reviewed and updated as part of the budget setting and monitoring process in order to ensure they are robust and realistic.
- 4.31 While the one-year Spending Review provided some welcome additional funding for the sector, it does not help the council's medium term financial planning and uncertainties still remain over the future of local government finance. No details regarding the impact of the Fair Funding Review and

business rates reforms have been provided to allow for any meaningful financial analysis. Also, the future of social care funding is still uncertain with the repeated delay in the government's green paper on social care and the continued reliance on short term grant funding.

- 4.32 The challenge with regards to medium term financial planning, particularly regarding government funding, is making a judgement about what should be assumed in the budget post 2020/21. Based on what is known about the technical assumptions within the Fair Funding Review, it is widely expected that London Councils will lose out. Therefore, building some assumptions that things can get worse is part of the challenge, as well as making an assumption about which grants (such as RSG, Public Health, Improved Better Care Fund, etc.) will continue post 2020/21 and at what level.
- 4.33 Taking into account the considerations above, including the update to the budget assumptions and the announcements in the Spending Review, the budget for 2020/21 is still balanced and total savings of £6.1m will need to be delivered between 2021/22 and 2022/23. This is still a draft position and is subject to consultation and scrutiny. For completeness, the table below summarises the overall impact of these updated budget assumptions.

	2020/21	2021/22	2022/23	Total
	£m	£m	£m	£m
Savings target February 2019	0.0	10.0	10.0	20.0
MTFS review:				
<i>Savings not delivered and re-profiling</i>	6.0	(2.0)	0.0	
<i>Review of tax base growth</i>	1.9	1.5	2.9	
<i>Review of technical budget assumptions</i>	(6.7)	(2.9)	(3.9)	
Spending Review:				
<i>Revenue Support Grant</i>	(3.7)	0.4	0.5	
<i>Social care funding</i>	(5.5)	0.0	0.0	
<i>Public Health Grant</i>	(1.2)	(0.8)	(0.9)	
<i>Profiling adjustment</i>	9.2	(6.2)	(3.0)	
<i>Contingency</i>			0.5	
Revised savings target	0.0	0.0	6.1	6.1

5.0 Calculation of savings targets and draft budget proposals

- 5.1 The additional savings required are the difference between the council's anticipated total expenditure and forecast total income, as shown in the table below. As set out earlier in the report, until a longer term Spending Review is published and until the direction of the Fair Funding review is clearer this estimate will be subject to considerable change or at least uncertainty.

	2020/21	2021/22	2022/23
	£m	£m	£m
Expenditure			
Assumed budget brought forward before in-year growth and savings	273.0	289.8	295.7
Demographic Growth	3.5	3.5	3.5
Other Growth	9.5	10.6	10.6
Total Expenditure	286.0	303.9	309.8
Income			
Revenue Support Grant	25.0	21.7	18.8
Specific Grants	39.2	39.3	39.3
Total funding from Central Government	64.2	61.0	58.1
Council Tax	128.1	135.2	141.4
Business Rates	97.5	99.5	101.7
Total funding from residents and businesses	225.6	234.7	243.1
Total Income	289.8	295.7	301.2
Savings required (Expenditure less Income)	(3.8)	8.2	8.6
Savings agreed in February 2019	5.4	2.0	0
Re-profiling adjustment	9.2	(6.2)	(3.0)
Contingency	0	0	0.5
Savings required	0	0	6.1

Draft budget proposals

- 5.2 As part of the budget setting process for 2021/22 and 2022/23, a number of new budget proposals have been developed in order to close the budget gap. The overall budget gap has been estimated at £5.6m and proposals of £6.1m have been identified, of which the balance of £0.5m is proposed to be held as a contingency to mitigate any unforeseen risks to future budget assumptions.

Throughout the process, in producing the draft budget proposals, the emphasis continues to be on delivering efficiency measures, cost reductions and income generation with a view to protecting front line services and council priorities as much as possible.

- 5.3 The savings proposals for 2020/21 are included in Appendix A and have been updated to reflect the three proposals, described in section four, that are not going ahead. All of the remaining proposals were set out for Council in February 2019, together with the results of the statutory consultation, scrutiny and equalities processes carried out leading up to that. Therefore, no further action is required other than to build these into the budgets and business plans as appropriate.
- 5.4 The new savings proposals for 2021/22 and 2022/23 are summarised in Appendix B and full details of each of the proposals are set out in Appendix C. At this stage these are officer-led proposals, and authority is sought only to consult on these. Following consultation these will be put to the February 2020 Cabinet meeting so that decisions on whether to adopt, amend or reject these can be taken, informed by the results of that consultation.
- 5.5 However, officers' preliminary assessment is that the impact of adopting these proposals on front-line services would be relatively minor. This is not to imply that implementing the proposals would be straight forward or that there would be no impact on services: it is not possible to achieve significant reductions in the council's budget with no impact on services or staffing.
- 5.6 As part of the development stage, the proposals were classified as either:
- *Service Transformation:*
These are proposals that can transform services and achieve cashable savings, either through digital intervention or new ways of working.
 - *Making our money go further:*
These are proposals that will deliver savings from re-procurement of contracts.
 - *Income generation:*
These are savings from increasing existing fees and charges and/or generating new lines of business.
- 5.7 The table below summarises the proposals by the classifications above.

Theme	Savings Identified £m
Service Transformation	0.7
Making our money go further	3.7
Income generation	1.7
Total	6.1

5.8 The table below summarises the proposals by service area.

Service Area	Savings identified £m
Community Wellbeing	3.6
Children & Young People	0.4
Regeneration & Environment	0.9
Customer & Digital Services	0.9
Chief Executive's Department	0.3
Total	6.1

5.9 The proposals, which are sufficient to balance the budgets for 2021/22 and 2022/23, are summarised in Appendix B and set out in further detail in Appendix C. They will be consulted upon in line with the timetable set out in section seven of this report and the results of that consultation will be made available for decision in February 2020.

5.10 The Council Management Team have reviewed the proposals to ensure the plans are realistic and deliverable. Detailed budget templates have been produced, attached as Appendix C, that set out further details of each proposal while providing the overall current budget context, the key risks and mitigations and the equalities impact where relevant.

5.11 It should be noted that this report reflects the position at this point in the budget preparation and these numbers will change as the budget develops over the next two months. We also await confirmation of the Local Government Finance Settlement, expected in December 2019. If there are any material changes announced by Government these will be reflected within the budget to be considered by Cabinet in February 2020.

5.12 It is worth highlighting the significance of the proposal to consult on council tax increases set out in this report. The budget for the next three years can, broadly, be balanced if these increases are agreed. If not, additional savings of £4.9m would be required to be identified in 2020/21, and the cumulative longer-term gap between 2021/22 and 2022/23 is £14.1m.

6.0 Collection Fund

6.1 As part of the Council Tax setting process for 2020/21 the Council is required to estimate the amount of any surplus or deficit on the Collection Fund as at 31 March 2020 and how it is shared amongst the constituent precepting bodies and Central Government. This must be done by 15 January 2020 in relation to Council Tax, and this report asks Members to approve the estimated balance for both Council Tax and Business Rates (NNDR).

Council Tax

6.2 Income from Council Tax is paid into the 'Collection Fund'. Brent and the Greater London Authority (GLA) make charges (formally known as 'precepts')

on this fund to finance their budgets. If the eventual collection of Council Tax is greater than precepts on the collection fund, taking the cumulative position since the introduction of Council Tax in 1993, a surplus will be generated. If the reverse happens, there will be a deficit. Any surplus or deficit is shared between Brent and the GLA. It is normal and proper practice to estimate these surpluses or deficits in setting the budget and to make distributions to the preceptors, or to require contributions from them, according to those estimates.

- 6.3 The Council's 2018/19 audited accounts reported a surplus of £3.6m (Brent's share is £2.9m) on the Council Tax Collection Fund. The latest review of the Fund indicates that this surplus will reduce next year as the growth in the tax base used for budget setting purposes is marginally higher than the actual tax base growth. This is being addressed as part of the budget setting process, described in more detail in section four, as the tax base assumptions are reviewed. Therefore, it is proposed to not declare a surplus or deficit for 2020/21. In other words, a zero balance is to be declared for budget setting purposes and no payments will be made to the GLA from the Council's collection fund.

Business Rates

- 6.4 Income from Business Rates is also paid into the 'Collection Fund' and then redistributed in accordance with agreed shares between Brent, the GLA and central government. Previously these shares were 30%, 20% and 50% respectively. The implementation of the 75% London pilot pool for business rates in 2019/20 changes this rationale with 25% redistributed to central government and the remainder shared with Brent (48%) and the GLA (27%). However, the business rates regime for 2020/21 is currently unknown, as well as if the pilot will continue into 2020/21. This is expected to be formally announced as part of the provisional settlement in December
- 6.5 Whatever regime is entered in to, if the year-end income from NNDR is higher than estimated at the start of the year, a surplus would be declared, which would be shared in the agreed ratios. Therefore, if Brent had a surplus it would keep a percentage of this. If income was lower than anticipated, there would be a deficit to be shared in the same proportion (i.e. Brent would bear a percentage of the deficit).
- 6.6 The estimate for the income figure (or net rate yield) for 2020/21, and the surplus or deficit figure as at 31 March 2020 will be taken from the NNDR1 return to be submitted in January 2020. The Non Domestic Rating (Rates Retention) Regulations 2013 require that these figures be calculated and notified to preceptors (central government and the GLA) by 31 January, and the NNDR1 return is used to calculate the figures.
- 6.7 Estimating what the figures will be is complex, as there are many factors which can significantly affect the overall figure, including entitlement to reliefs and properties coming in to, or being taken out, of rating. The biggest uncertainty concerns revaluations arising from appeals against the Valuation Office Agency (VOA) determinations. These are very common and can lead to large refunds

being backdated several years. Given these uncertainties, it is recommended that a forecast of no surplus or deficit is assumed at present.

7.0 Statutory process of consultation, scrutiny and equalities

Consultation

- 7.1 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. Legally, the results of consultation are something that Members must have due regard to, alongside other relevant considerations, when making decisions.
- 7.2 The council's minimum legal duty in February 2020 will be to set a budget and council tax for 2020/21. As set out in this report, provided the decision on increasing Council Tax is endorsed by Council, the service budget for 2020/21 can be set on the basis of savings proposals which have already been consulted on extensively, subject to the results of the local government settlement and any other material changes in the financial position. For clarity, these are the proposals set out in Appendix A. These were agreed in February 2019, following consultation at each Brent Connects meetings in October 2018 and January 2019, four pop up events and a well-publicised campaign on the council's website which attracted many responses.
- 7.3 Clearly, in the consultation process set out below, it will be open for respondents to raise issues about these proposals if they so choose. However, on the basis that they have already been consulted on extensively, and agreed to go forward when other budget proposals were explicitly rejected through that process, the reasonable working assumption is that these proposals will proceed unchanged.
- 7.4 Respondents will, instead, be invited to focus their attention on the new proposals for 2021/22 and 2022/23. These are summarised in Appendix B and set out in more detail in Appendix C.
- 7.5 The following methods of consultation are proposed to be undertaken:
- A presentation at each of the Brent Connects meetings, delivered by the Leader and supported by officers, followed by a question and answer session. Brent Connects is a well-established public consultation forum for local residents, businesses and other stakeholders with meetings spread across the borough. In order to maximise the amount of time spent on engaging with as many residents as possible, the following Brent Connects meetings will be attended:

Brent Connects	Date
Harlesden	Monday 27 January 2020
Kingsbury and Kenton	Monday 13 January 2020

Kilburn	Wednesday 8 January 2020
Wembley	Tuesday 28 January 2020
Willesden	Thursday 30 January 2020

- Online consultation. It is proposed to publish the detailed budget proposals on Brent's website, inviting comments and other feedback via the well-established consultation portal. Paper versions will be available on request.
- Consultation with local businesses. 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 will be published in a newsletter that is sent to a large number of Brent businesses, explaining why the views of local businesses are important and how to they could have their say.
- 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 will therefore play an important part of the consultation process and invitations to participate in the consultation will be sent to all Brent voluntary and community sector organisations.
- As indicated in the templates in Appendix C, additional consultation with other groups and/or organisations will be undertaken in respect of particular options being considered before they are presented to Cabinet and then Full Council for approval.

7.6 Overall, the main aim of this approach to consultation is to raise awareness of the council's financial position, inform residents of how the council spends its budget and ensure residents, business and other key stakeholders are aware of the opportunities to have their say, by knowing how to respond and when the consultation events are taking place. This will be delivered through a variety of communication channels, for example through the local newspaper and YourBrent Magazine, publicity on the council's website, media briefings and use of the council's social media platforms, including Facebook and Twitter, to disseminate reminders and encourage residents to participate in the consultation process.

Scrutiny

7.7 The scrutiny committees will review the draft budget through their budget task group in order to carry out the statutory scrutiny of the budget. This will include scrutiny of the budget development process, the budget assumptions in the MTFS as well as the new proposals set out in appendices B and C. Following

this, the chair of the committee will present a report to Cabinet commenting on the outcome of the scrutiny process and providing recommendations for Cabinet to consider as part of their decision making.

Equalities Impact assessments

- 7.8 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 an equality impact assessments (EIA) screening to assess their potential or likely impact on service users and employees with protected characteristics. Where the EIA process identifies a disproportionate negative impact with no reasonable mitigation, the proposal will be subject to a full EIA and may need to be changed or even rejected. The consultation process outlined in this report will be an important source of information for these exercises.

8.0 School Funding Reforms

- 8.1 The council will continue to set a funding formula for mainstream schools in 2020/21, although the total funding available will be determined by the National Funding Formula. The annual operational guidance and provisional Dedicated Schools Grant (DSG) block allocations have been released, and indicate that the council will receive a minimal increase in mainstream pupil funding of 1.5%. The council awaits final confirmation of per pupil funding and total DSG allocation. It has been confirmed that the Teachers' Pay grant and Teachers' Pension grant will continue to be paid to schools separately from the formula funding. The Teachers' Pay grant supports but does not fully cover the cost of the agreed teachers' pay rise.
- 8.2 Schools Forum will also be asked to make recommendations on the amount of the Schools Funding Block to allocate to 'growth funding'. This is funding that can be set aside and then allocated to those schools that accept additional forms of entry in order to accommodate the demographic bulge in pupil numbers now entering the Secondary phase. Schools receive their formula funding based on the previous year's pupil numbers, so this option is available to the council to support schools that are expanding their in-year revenue costs. A recommendation will be sought on appropriate funding of additional classes, but as this funding is effectively top sliced from the Schools Block, a balance must be struck with the amounts allocated by the mainstream funding formula.
- 8.3 The council will need to approve a budget for the High Needs block of the DSG for 2020/21. Following the SEND reforms and in common with nearly all London Boroughs this block is currently overspending due to increases in demand. The spending review announced £700 million of additional High Needs funding nationally, and the council's share of this has been confirmed as £4.8 million. Despite the additional funds the demand pressures continue to grow and to set a balanced DSG budget the council is likely to need to make decisions on

applying for funding block transfers from the Schools Block, making savings and efficiencies to DSG funded budgets in the Inclusion Service, and agreeing changes to the funding of SEND top ups for children with EHCPs. The Schools Forum High Needs Sub group is a consultative body, representative of Brent schools, that reports to the Schools Forum, and will be reviewing proposals prior to the Schools Forum being asked for recommendations.

- 8.4 Funding Rates for Early Years provision in Brent have been frozen for 3 years, and 95% of funding received is allocated out to providers with the remaining 5% or £1m retained for central services. No changes to the funding system are planned, but the CYP department awaits confirmation of the funding arrangements for the DSG Early Years block. Nationally, additional funds of £66m were announced, which will result in a modest increase in the funding rate to providers. A report on the Early Years block budget for 2020/21 will be taken to Schools Forum for a recommendation in December 2019 or January 2020.

9.0 Housing Revenue Account

- 9.1 The Housing Revenue Account (HRA) is a ring-fenced account which contains the income and expenditure relating to the Council's landlord duties in respect of approximately 12,000 dwellings.
- 9.2 The HRA budget is set each year in the context of the 30-year business plan. The business plan is reviewed annually allowing for horizon scanning and the identification and mitigation of risks in the short, medium and long term. Early identification of risks enables planning and implementation of mitigations to ensure the HRA can continue to remain financially secure and deliver on its commitments:
- Expand and accelerate the development of new Council homes.
 - Continue to maintain and improve existing Council homes.
 - Transformation and continuous improvement of front line services to tenants and leaseholders.
- 9.3 Budget setting over the past four years has been principally directed by the Welfare Reform Act 2016 imposing the 4 year 1% rent reductions. The impact of this has been a reduction of rental income and bottom line surpluses previously assumed in the business plan. The total loss of income of £23m against previous regime along with increased capital expenditure on major works has meant that the major repairs reserve held in the balance sheet has been fully used to finance investment in existing stock. To ensure that the HRA was balanced in the short term a savings target of £3.6m was set to be delivered from 2017/18 to 2019/20. The £3.6m savings were made up of the transfer of the Housing Management function back into the council and the Transformation of the Housing Management service in general.
- 9.4 For 2020/21 and the following four years the Council will have the power to increase rents annually up to a maximum of CPI + 1%. For 2020/21, CPI + 1%

equates to 2.7% allowing for the potential to increase rental income by £1.2m and up to £6m over the 5 year rent control period.

- 9.5 HRA rent setting needs to be considered in the context of the ring-fence and the 30-year business plan. A return to the CPI plus 1% model for the five years from 2020 will provide some stability and certainty over planned investment in the stock, service improvement and new development, at least in the medium term as a £1.2m increase in rent has the effect of an additional £34m investment in the HRA over a 30-year period. The approach beyond 2025 remains uncertain but continuation of the CPI plus 1% formula is probable.
- 9.6 The average rent in 2015/16 was £114.53 per week and currently sits at £112.06 per week in 2019/20. A 2.7% increase would equate to an average rent of £115.08 per week in 2020/21, which would be an increase of £0.55 per week when compared to 2015/16 rent levels.
- 9.7 The 2020/21 HRA Business Plan is attached as Appendix D. Following the consultation processes proposed in the plan, the HRA budget for 2020/21 will be presented to Cabinet in February 2020 for approval by Full Council.

10.0 Capital Programme

- 10.1 The table below provides an overview of the budgeted capital spend and financing of the capital programme. By far the largest proportion of funding comes from prudential borrowing, at 64%, followed by external grant and contributions at 15%.
- 10.2 Internal funding from earmarked reserves and capital receipts make up a further 17% and is largely generated from the sale of council land and property that will be constructed as part of regeneration schemes such as South Kilburn.
- 10.3 The remainder comes from SCIL (Strategic Community Infrastructure Levy) and S106 contributions.

Capital Board	2019-20	2020-21	2021-22	Total
Corporate Landlord	55.1	11.7	5.0	71.8
Regeneration	17.4	18.5	26.4	62.3
St Raphael's	1.0	-	-	1.0
Public Realm	19.6	19.3	5.6	44.5
Schools	10.3	4.6	2.6	17.4
Housing GF	25.9	97.3	94.1	217.3
Housing HRA	145.3	54.3	39.5	239.1
PRS I4B	29.7	71.4	26.5	127.7
Total Budget £m	304.2	277.1	199.8	781.1
Grants & Other Contributions	64.6	34.8	20.4	119.9
S106 & CIL	8.7	11.9	8.7	29.3
Capital Receipts	26.9	13.0	17.7	57.6
Reserves	30.6	20.3	-	50.9
Major Repairs Allowance	3.5	8.1	-	11.6
Revenue Contribution	2.3	3.5	3.5	9.3
Prudential Borrowing	167.5	185.6	149.4	502.6
Total Funding Sources £m	304.2	277.1	199.8	781.1

- 10.4 As set out in the Capital Programme the Council is planning to borrow externally up to £503m over the next three years. This borrowing has a direct impact on revenue in the form of annual interest payments. For this reason, in previous years the Council has gradually added to the capital financing budget over time. This was a deliberate strategy of building up the capital financing budget in manageable increments, rather than taking a substantial one-off hit.
- 10.5 This prudent approach will ensure that sufficient capital financing budget is in place as the Councils capital borrowing plans are realised over the medium to long term.

11.0 Overall summary and conclusion

- 11.1 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. The council has faced significant reductions in government funding as well as challenges posed by new legislation and has

delivered savings of £174m since 2010, through a combination of effective financial management, cost control and more innovative approaches to investment and demand management.

- 11.2 As funding has been cut the population has grown and this has been particularly pronounced in the very oldest and very youngest age groups, which are statistically most likely to require services from the council, thus adding to the cost pressures. Coupled with the impact of legislative change, this has created substantial financial pressures.
- 11.3 There is no doubt that the short term funding boost is welcomed in local government, particularly for social care departments. It is worth noting that how this tranche of funding is to be split between child and adult care was not specified in the spending review. Additional details on the application and division of funds is still needed. Demand for social care is rising and funding will benefit some of the most vulnerable members of our society. However, in order to address the national social care crisis, larger and more frequent funding boosts will need to follow.
- 11.4 A key area of concern is that this Spending Round was announced without the Office of Budget Responsibility's latest fiscal forecasts, comments or consultation, as would be expected with a Budget or Spring Statement. This, coupled with the political uncertainty of a potentially disorderly Brexit and the outcome of the December general election, means that these allocations have been made with a limited fiscal view and without knowing the real costs of the UK's departure from the EU.
- 11.5 Despite dealing with these pressures and uncertainties, and subject to the remaining uncertainties in the financial planning assumptions, some of which are simply inherent in any budgeting process, the council has sufficient options at its disposal to balance the budget for the next three years.
- 11.6 It is worth reflecting on the strength of this financial position. Officers' expectation is that savings of £6.1m will be needed between 2021/22 and 2022/23 in order to be able to agree a balanced budget for those years. This includes a £0.5m contingency budget to mitigate any unforeseen risks to future budget assumptions. This report brings forward initial options for those years, which, if adopted, will ensure the council balances the budget in the next three years. Setting budgets for more than a single year will also allow the council to continue its longer-term approach to financial planning, identifying more opportunities to reduce costs without significant reductions to services.

12.0 Financial Implications

- 12.1 The financial implications are set out throughout the report. As the budget proposals are for consultation at this stage, not agreement, there are no direct costs associated with agreeing the recommendations, other than for consultation, the costs of which are built into existing budgets.

13.0 Legal Implications

- 13.1 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 the Local Government Finance Act 1992 to calculate as part of their overall budget what amounts are appropriate for contingencies and reserves. The Council must ensure sufficient flexibility to avoid going into deficit at any point during the financial year. The Chief Financial Officer is required to report on the robustness of the proposed financial reserves.
- 13.2 Standing Order 24 sets out the process that applies within the council for developing budget and capital proposals for 2020/21. There is a duty to consult representatives of non-domestic ratepayers on the Council's expenditure plans before each annual budget under Section 65 of the Local Government Finance Act 1992. The council also has a general duty to consult representatives of council tax payers, service users and others under Section 3 (2) Local Government Act 1999.
- 13.3 The council is also required to comply with other statutory and common law consultation obligations relevant to particular options being considered and with the Public Sector Equality Duty. The council must consult at a formative stage in the decision making process and adequate time must be given for public consideration and response. The consultation information must be accurate, fair and balanced, give sufficient reasons for proposals to permit of intelligent consideration and response and the information produced by the consultation must conscientiously be taken into account in finalising the proposals.

14.0 Equality Implications

- 14.1 Under the Public Sector Equality Duty (PSED) in the Equality Act 2010, Brent Council is required to pay due regard to the need to eliminate unlawful discrimination and advance equality of opportunity and foster good relations between different to those who have a protected characteristic and those who don't when making decisions. The protected characteristics are age, disability, gender, race, religion or belief, pregnancy and maternity, marriage and civil partnership, sexual orientation and gender reassignment. Although socio-economic status (people on low income, young and adult carers, people living in deprived areas, groups suffering multiple disadvantage, etc.) is not a characteristic protected by the Equality Act 2010, Brent Council is committed to considering the impact on socio-economic groups.
- 14.2 The PSED does not prevent decision makers from making difficult decisions in the context of the requirement to achieve a significant level of savings across all operations. It supports the Council to make robust decisions in a fair, transparent and accountable way that considers the diverse needs of all our local communities and workforce. Consideration of the duty should precede and inform decision making. It is important that decision makers have regard to the statutory grounds in the light of all available material, including relevant equality analyses and consultation findings. If there are significant negative equality impacts arising from a specific proposal, then decision makers may decide to

amend, defer for further consideration or reject a proposal after balancing all of the information available to them. This may mean making up the shortfall from additional reductions elsewhere.

15.0 Consultation with Ward Members and Stakeholders

- 15.1 Section seven of this report provides more details of the statutory and the non-statutory consultation process with regards to the proposed budget setting process.

16.0 Human Resources

- 16.1 Where options included in the appendices require changes or reductions in staffing, the council's Managing Change policy will apply.

Report sign off:

Minesh Patel
Director of Finance

Appendix A: Summary of 2020/21 budget proposals

The table below shows a summary of the savings proposals for 2020/21 against each service area.

<u>Community Wellbeing</u>			
Index	Reference	2020/21 (£000)	Description
CWB001	Public Health re-commissioning	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	Cease untargeted smoking cessation. Retain only a service for mental health service users and pregnant women
CWB007	Housing – extended selective licensing	70	Proportion of the increase in License income to fund corporate overhead charge
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
CWB013	New Accommodation for Independent Living (NAIL)	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. Proposed to be re-profiled to 2021/22.
CWB015/16/17/18	Adult Social Care re-commissioning	250	Review of homecare and placement packages, re-commissioning day care
CWB021	Housing Association Lease Scheme	300	Proposed to introduce a Reasonable Rents policy
Total		4,245	

<u>Regeneration & Environment</u>			
Index	Reference	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 by further reducing both energy costs and carbon emissions
R&E004	Building control	35	The generation of additional income by the Building Control team
R&E008	Wembley licensing	50	Potential increase in revenue arising from increased activity in Wembley
R&E018	Regeneration & Environment staffing efficiencies	450	Review of staffing model in Regeneration & Environment
RES012	Property	200	It is proposed to review all existing leases and other income raised with a view to generating additional income
Total		835	
<u>Children & Young People</u>			
Index	Reference	2020/21 (£000)	Description
CYP004	WLA Shared Fostering Service	100	Develop a shared fostering service with other WLA boroughs, resulting in staffing efficiencies
CYP008	Children's centres	1,491	Develop family hubs from children's centres
Total		1,591	
<u>Assistant Chief Executive</u>			
Index	Reference	2020/21 (£000)	Description

PPP001	Reducing voluntary sector grants	158	Proposed to reduce grants provided to three voluntary sector bodies
PPP003	Restructure of communications, conference & events department	100	It is proposed to restructure the communications, conference & events functions in 2020/21 to realign services to enable the team to maximise income generation opportunities while focusing more tightly on core corporate communications priorities only
Total		258	
<u>Customer & Digital Services</u>			
Index	Reference	2020/21 (£000)	Description
RES003/04/05	Customer services	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.
Total		425	
<u>Legal, Human Resources, Audit & Investigations</u>			
RES001	Legal savings - Demand management	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
Total		50	
Grand Total		7,404	

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Appendix B Summary of 2021/22 - 2022/23 budget proposals

Reference	Department	Description	Theme	Amount (£000)	2021/22 (£000)	2022/23 (£000)
2021-23 CWB 001	Community Wellbeing	Reablement	Service Transformation	580	460	120
2021-23 CWB 003	Community Wellbeing	Placement Review	Making our money go further	250	250	0
2021-23 CWB 004	Community Wellbeing	Deprivation of Liberty Safeguards (DoLS) provision	Making our money go further	30	30	0
2021-23 CWB 005	Community Wellbeing	Community Care recommissioning	Making our money go further	750	750	0
2021-23 CWB 006	Community Wellbeing	Properties to relieve Temporary Accommodation	Making our money go further	1990	1430	560
Sub Total				3,600	2,920	680
2021-23 CYP 001	Children & Young People	Clawback of unused Direct Payments	Service Transformation	25	25	0
2021-23 CYP 002	Children & Young People	Short Break Centre	Income generation	50	50	0
2021-23 CYP 003	Children & Young People	Adjusting resources in demand led budgets	Service Transformation	150	150	0
2021-23 CYP 004	Children & Young People	Review and zero base other service area budgets	Making our money go further	100	100	0
2021-23 CYP 005	Children & Young People	Increased income target for the Gordon Brown Centre	Income generation	50	50	0
2021-23 CYP 006	Children & Young People	10% saving on commissioning	Making our money go further	50	50	0
Sub Total				425	425	0
2021-23 R&E 001	Regeneration & Environment	General Efficiencies across R&E	Service Transformation	215	215	0
2021-23 R&E 002	Regeneration & Environment	Lighting Maintenance	Making our money go further	140	140	0
2021-23 R&E 003	Regeneration & Environment	Schemes/Drainage fees	Income generation	100	100	0
2021-23 R&E 004	Regeneration & Environment	Damage Cost Recovery	Income generation	50	0	50
2021-23 R&E 005	Regeneration & Environment	Building Control Fees Review	Income generation	50	50	0
2021-23 R&E 006	Regeneration & Environment	Brent Transport Services move	Service Transformation	150	0	150
2021-23 R&E 007	Regeneration & Environment	Pre-app service; review basic and enhanced offer	Income generation	5	5	0
2021-23 R&E 009	Regeneration & Environment	Apprenticeship levy commercial offer	Income generation	45	15	30
2021-23 R&E 011	Regeneration & Environment	Facilities Management contract review	Making our money go further	70	70	0
Sub Total				825	595	230
2021-23 CDS 001	Customer & Digital Services	ICT Client and Application support - Income generation	Income generation	80	80	0
2021-23 CDS 003	Customer & Digital Services	ICT Client and Application support - Printing Costs	Making our money go further	40	40	0
2021-23 CDS 004	Customer & Digital Services	ICT Client and Application support - Salaries	Service Transformation	160	0	160
2021-23 CDS 005	Customer & Digital Services	ICT Client and Application support - Oracle changes budget	Service Transformation	20	20	0
2021-23 CDS 006	Customer & Digital Services	Merger of Housing and BCS contact centre	Service Transformation	100	50	50
2021-23 CDS 007	Customer & Digital Services	Reduction in Postal Costs	Service Transformation	30	0	30
2021-23 CDS 008	Customer & Digital Services	Savings from new Council Tax Support scheme	Service Transformation	50	50	0
2021-23 CDS 009	Customer & Digital Services	Increased automation in Customer Services	Service Transformation	100	50	50
2021-23 CDS 010	Customer & Digital Services	Replace IEG (on line benefits form)	Service Transformation	75	0	75
2021-23 CDS 011	Customer & Digital Services	Staffing efficiencies in Customer Services	Service Transformation	145	50	95
2021-23 CDS 012	Customer & Digital Services	Transformation - Staffing efficiencies	Service Transformation	100	0	100
Sub Total				900	340	560
2021-23 CE 001	Chief Executive	Efficiency savings within Legal, HR, Audit & Investigations	Making our money go further	100	0	100
2021-23 CE 002	Chief Executive	Efficiency savings within Finance	Making our money go further	100	0	100
2021-23 CE 003	Chief Executive	Efficiency savings within Assistant Chief Executive	Making our money go further	100	0	100
Sub Total				300	0	300
Grant Total				6,050	4,280	1,770

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Appendix C: Detailed budget templates for 2021/22 - 2022/23 proposals

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>		
Reference	Description	Page no.
2021-23 CWB 001	Reablement	3
2021-23 CWB 003	Placement Review	6
2021-23 CWB 004	Deprivation of Liberty Safeguards (DoLS) provision	8
2021-23 CWB 005	Community Care recommissioning	11
2021-23 CWB 006	Properties to relieve Temporary Accommodation	14
<u>Children & Young People</u>		
Reference	Description	Page no.
2021-23 CYP 001	Clawback of unused Direct Payments	16
2021-23 CYP 002	Short Break Centre	18
2021-23 CYP 003	Adjusting resources in demand led budgets	20
2021-23 CYP 004	Review and zero base other service area budgets	22
2021-23 CYP 005	Increased income target for the Gordon Brown Centre	24
2021-23 CYP 006	10% saving on commissioning	26
<u>Regeneration & Environment</u>		
Reference	Description	Page no.
2021-23 R&E 001	General Efficiencies across R&E	28
2021-23 R&E 002	Lighting Maintenance	30
2021-23 R&E 003	Schemes/Drainage fees	32
2021-23 R&E 004	Damage Cost Recovery	34
2021-23 R&E 005	Building Control Fees Review	36
2021-23 R&E 006	Brent Transport Services move	38
2021-23 R&E 007	Pre-app service; review basic and enhanced offer	40
2021-23 R&E 009	Apprenticeship levy commercial offer	42
2021-23 R&E 011	Facilities Management contract review	45
<u>Customer & Digital Services</u>		
Reference	Description	Page no.
2021-23 CDS 001/2	ICT Client and Application support - Income generation	47
2021-23 CDS 003/5	ICT Client and Application support - Printing Costs & Oracle changes budget	49
2021-23 CDS 004	ICT Client and Application support - Salaries	51
2021-23 CDS 006	Merger of Housing and BCS contact centre	53
2021-23 CDS 007	Reduction in Postal Costs	55
2021-23 CDS 008	Savings from new Council Tax Support scheme	57
2021-23 CDS 009	Increased automation in Customer Services	59

2021-23 CDS 010	Replace IEG (on line benefits form)	61
2021-23 CDS 011	Staffing efficiencies in Customer Services	64
2021-23 CDS 012	Transformation - Staffing efficiencies	67
<u>Chief Executive's Department</u>		
Reference	Description	Page no.
2021-23 CE 001/2/3	Efficiency savings within Legal, HR, Audit & Investigations/Finance/ Assistant Chief Executive	69

Budget Options Information

Reference:	2021-23 CWB 001
Service(s):	Reablement
Lead Member(s):	Cllr Farah

Savings Proposals:	Delivering the outcomes of the project by Newton Europe. The outcome of the project was that through increased number of people going through reablement, better quality reablement and clearer pathways, the cost of ongoing packages of care could be minimised. A further savings amount has been identified through reducing the contribution that the local authority makes to the rehab (health) element of the service.
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Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	1,500
Total post numbers in the services(s) (FTE):	0

	2021/22	2022/23
	£'000	£'000
Proposed saving:	460	120
	FTE	FTE
Proposed staffing reduction		

Proposed savings

A total of £580k savings have been identified. This is a combination of a £160k reduction in the contribution of costs the local authority currently makes towards the management fee of the health (rehab) element of the integrated Rehab and Reablement Service, and £420k of savings through better quality and increased volume of people going through the reablement service, thus minimising the cost of ongoing care.

How would this affect users of this service?

This would be an increase in service, so there is no impact on current users. The impact would be positive as the quality of service would be better and more people would be eligible to be supported to become more independent.

Key milestones

Project work has already begun, with three workstreams supporting the proposed improvements made by Newton Europe. Further work specifically around the IRRS element of the service will be accelerated by appointing a short term project manager to enable the delivery of savings more quickly.

Work is happening to identify and appoint a project manager.

PM in place by Dec 2019

Full project plan completed by end of Jan 2020

Implementation begins by April 2020

Discussion with health colleagues regarding the management contribution to IRRS have started. Delivery of reduction in contribution by April 2020.

Key consultations

Ongoing consultation with staff has started and will continue. Staff are key to redesigning the new service. No formal consultation is required.

Key risks and mitigations

Risk in the pace of delivery not being quick enough without appropriate project management resources being appointed – mitigation is early recruitment and interviewing for PM.

Risk in the quality of rehabilitation services not improving as quickly as desired due to aligned work to bring rehabilitation services in house. This would be mitigated through a clear project plan, a communications plan and ownership of the project by the Project Manager and Heads of 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	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:	N/A
Deadline:	N/A

Lead officer for this proposal:	Sunny Mehmi, Head of Adult Services
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Budget Options Information

Reference:	2021-23 CWB 003
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

2019/20	
Total budget for the service(s) £'000:	22,000
Total post numbers in the services(s) (FTE):	0

	2021/2022	2022/23
	£'000	£'000
Proposed saving:	250	0
	FTE	FTE
Proposed staffing reduction	0	0

Proposed savings

There are currently c. 180 placement care packages over £1,000 on Mosaic. A number of these packages will be reviewed as part of the NAIL programme but a small proportion will continue to require a Residential Care placement where a price negotiation may be possible.

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:	N/A
Deadline:	N/A

Lead officer for this proposal:	Andrew Davies, Head of Commissioning, Contracting and Market Management
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Budget Options Information

Reference:	2021-23 CWB 004
Service(s):	Review of Deprivation of Liberty Safeguards (DoLS) provision
Lead Member(s):	Cllr Farah

Savings Proposals:	BIA (Best Interest Assessor) assessments could be done internally; cost savings based on options including payment to staff vs external BIAs.
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Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	171
Total post numbers in the services(s) (FTE):	0

	2021/22	2022/23
	£'000	£'000
Proposed saving:	30	0
	FTE	FTE
Proposed staffing reduction		

Proposed savings

The Deprivation of Liberty Safeguards requires six assessments to be undertaken on each case. In Brent, three of these are commissioned to an external Section 12 Doctor, while the remaining three are commissioned to an external Best Interest Assessors (BIA). This is because existing social workers, employed by the Council and who have BIA training, could not complete the required DoLS assessments in addition to their substantive caseloads.

The current remuneration to external BIAs is approximately £250.00 per assessments, with some variation due to travel or location outside of London. Section 12 Doctors are not employed by the Council and our insurance / liability makes employing a medical professional directly not viable; the only alternative is with the shift to Liberty Protection Safeguards (LPS), CCGs / Hospitals would also be utilising S12 Doctors and could be employed directly by our health partners that we could use through S75 agreement or joint commissioning, at a potential reduced rate to current.

2017-2018	662 BIAs commissioned	72.2% of all DoLS requested
2018-2019	687 BIAs commissioned	72.85% of all DoLS requested
2019-2020	670 BIAs Estimated based on Q1 figures	

Not all DoLS received progress, which may be due to death, change of plan or circumstance, or evidence that the person has regained capacity.

Current spend is £171,000 for commissioning of BIAs.

Brent Council previously invested in staff to undertake training as a best interest assessor. These courses are accredited and cost approximately £1,550 for a five-day course. Brent currently have a very limited pool of practitioners trained to undertake this role as follows: 3 social workers, 2 safeguarding adults managers, and two team managers. Many staff who previously undertook are no longer believed to be working in Brent.

In order to commission a sufficient pool of individuals to undertake these assessments, while reducing impact on current caseloads, it is envisioned 14 BIAs would be required to be in place, undertaking three to four assessments per month.

How would this affect users of this service?

The proposal would have no impact on service users.

Key milestones

- Consultation with teams and management
- Change of JD /PS to be inclusive of this activity
- Management of caseloads more formally to ensure ability to undertake assessments in line with other duties in the team
- Cases allocated as part of regular case allocation (not on top of team's case allocation)
- Review of current capacity in teams and resource modelling, which would need to happen in line with Transformation Customer Journey work stream timeframe.
- Build in role conversion to Approved Mental Capacity Practitioner (Liberty of Protection Safeguards Oct 2020) and training costs

Key consultations

Consultation with Staff, Unions and HR to amend JDs for BIA trained staff.

Key risks and mitigations

Having to train new staff due to workforce movement means that it is expected on an annual basis funding is needed to ensure up to 10 more staff are trained. This equates to an additional £15,500 from the current training budget committed for this area.

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:	N/A
Deadline:	N/A

Lead officer for this proposal:	Georgina Diba, Head of Safeguarding and Transformation
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Budget Options Information

Reference:	2021-23 CWB 005
Service(s):	Community Care Recommissioning
Lead Member(s):	Cllr Farah

Savings Proposals:	Recommissioning all external day care provision, restructuring provision into a new, lower cost model and inclusion of Public Health outcomes into a new model of delivery.
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Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	2,600
Total post numbers in the services(s) (FTE):	0

	2021/22	2022/23
	£'000	£'000
Proposed saving:	750	0
	FTE	FTE
Proposed staffing reduction		

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.

The commissioning service are working with providers to redesign the service into a new model, that supports more choice and control and promotes less building based provision.

Public Health outcomes will be built into the recommissioned service.

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 transform the existing provision so that it is more efficient and cost effective.

Users may be impacted through having to move to a different service provider, or adapting to a different form of non-building based provision, but the overall level of service individuals receive should stay the same in most cases. Although some people may find that transition challenging, a more innovative approach to day service should deliver better outcomes.

Key milestones

- Data collection and analysis – Nov 2019
- Development of different models of day care for market engagement – March 2020
- Market engagement and user feedback June 2020
- Re-procurement of services – Sept 2020

Key consultations

If the new models determine that some existing day service should be de-commissioned, providers will need to be consulted with through the de-commissioning and procurement process. Individuals receiving service and their families will need to be reviewed on an individual basis and will be consulted through this route. We will seek some user engagement and feedback regarding the proposed model, but formal consultation is not required.

Key risks and mitigations

There is a risk that providers will not wish to move to a more innovative service model, or will struggle to deliver services in a different way. The risk will be mitigated through market engagement and market warming, and working with providers to redesign the model.

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:	N/A
Deadline:	N/A

Lead officer for this proposal:	Andrew Davies, Head of Commissioning, Contracting and Market Management
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Budget Options Information

Reference:	2021-23 CWB 006
Service(s):	Housing General Fund
Lead Member(s):	Cllr Southwood
Savings Proposals:	Additional properties obtained which reduce demand for Temporary Accommodation.

Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	13,090
Total post numbers in the services(s) (FTE):	163

	2021/22	2022/23
	£'000	£'000
Proposed saving:	1,430	560
	FTE	FTE
Proposed staffing reduction	-	-

Proposed savings

Additional housing stock is expected to become available through the Council New Build programme, which can be used to provide permanent properties for a significant number of those currently in Temporary Accommodation (TA).

Knowles House will also provide in-house TA once redevelopment has been completed, reducing the costs of obtaining accommodation from external providers.

How would this affect users of this service?

These plans will improve the quality of TA and reduce the numbers of households residing in TA, providing improved outcomes for all those affected.

Key milestones

Acquisition of housing through the Council New Build Programme.

Completion of the redevelopment of Knowles House.

Key consultations

None.

Key risks and mitigations

Delays in the acquisition of additional housing stock or redevelopment of Knowles House will impact on the ability to achieve these savings.

Risk can be mitigated through closely monitoring housing stock acquired against target. Other forecast changes, such as Capital Letters leading to greater numbers of suitable properties being found for those in Temporary Accommodation will also assist in reducing demand.

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:	Hakeem Osinaike, Operational Director Housing
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Budget Options Information

Reference:	2021-23 CYP 001
Service(s):	Localities
Lead Member(s):	Cllr Patel

Savings Proposals:	CWD – Clawback of unused Direct Payments
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Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	500
Total post numbers in the services(s) (FTE):	0

	2021/22	2022/23
	£'000	£'000
Proposed saving:	25	0
	FTE	FTE
Proposed staffing reduction	0	0

Proposed savings

Implementation of card payments for Direct Payment clients means the service will be able to reclaim unused or overpaid funds immediately, using the same approach taken within Adult Social Care. For a variety of reasons direct payments may no longer be required by a family for the purposes of supporting their child. At present there is a risk that payments can continue for several months before they are amended. The card system will allow officers to identify overpayments and reclaim these rapidly.

CWD Direct Payments value £500k per year. A 5% clawback rate would equal £25K.

How would this affect users of this service?

Payments to families and clawbacks from overpaid accounts will happen much more rapidly. Families will not be able to retain funds to which they are not entitled.

Key milestones

Payment cards have been distributed to families and consultation with parents on the use of cards has happened.

- Letter confirming the details of the scheme to be sent out in October 2019.
- Fully implement the payment by card scheme in January 2020.
- Measure impact during 2020/21.
- Reduce budget in advance of 2021/22 based on evidence from implementation.

Key consultations

Consultation with families who receive DPs has happened.
Consultation with Brent Parent Carer Forum has happened.

Key risks and mitigations

Team have not yet tested if the 5% represents a realistic amount of clawback. There could be scope to clawback greater amounts. There is also a risk that the clawback could be less than 5% but based on current analysis of DPs this seems unlikely.

Equality impact screening

There is no proposal to reduce the level of direct payments being offered to families.

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:	N/A
Deadline:	N/A

Lead officer for this proposal:	Stephen Gordon, Head of Service Localities
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Budget Options Information

Reference:	2021-23 CYP002
Service(s):	Localities
Lead Member(s):	Cllr Patel

Savings Proposals:	Short Breaks Centre Use available capacity to sell additional respite beds/nights to neighbouring authorities at market rates.
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Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	575
Total post numbers in the services(s) (FTE):	0

	2021/22	2022/23
	£'000	£'000
Proposed saving:	50	0
	FTE	FTE
Proposed staffing reduction	0	0

Proposed savings

It is proposed that existing spare capacity of respite beds/nights at the Ade Adepitan Short Breaks Centre (SBC) will be sold to neighbouring authorities at market rates. The intention is to sell the beds at £730 per night for planned stays and £910 for emergency bookings. Selling the nights will reduce voids at relatively low marginal cost as payments for the management, building and other operational costs are met from within the existing budget.

How would this affect users of this service?

There should be a minimal impact on users of the service. The sale of extra bed nights would bring more users to the centre but as long as this is managed sensitively then it could bring some social benefits to existing users. There is no intention to reduce opportunities for Brent resident young children and young people to use the SBC – the proposal is to better utilise existing capacity that is not required by the service.

Key milestones

Publicise the option to buy bed nights. The Localities service has been in contact with LB Barnet and LB Ealing to offer these services. LB Barnet has already purchased additional bed nights and is due to sign a formal contract to regularise arrangements before the end of 2019.

Key consultations

Consultation with service users, their families and the Brent Parent Carer Forum has been carried out with positive feedback obtained.

Key risks and mitigations

- There could be a risk of Brent young people not being able to access this service if too many bed nights are sold.
- Mitigation: The present proposal does not involve any reduction in services for Brent young people. There is currently surplus capacity and some bed nights are already sold to neighbouring boroughs

Equality impact screening

There is no proposal to reduce services to our users.

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:	Stephen Gordon, Head of Service Localities
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Budget Options Information

Reference:	2021-23 CYP003
Service(s):	LAC and Permanency
Lead Member(s):	Cllr Patel

Savings Proposals:	Adjusting resources in demand led budgets
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Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	2,931
Total post numbers in the services(s) (FTE):	43

	2021/22	2022/23
	£'000	£'000
Proposed saving:	150	
	FTE	FTE
	Equivalent to 3 FTE	

Proposed savings

The rate of Looked After Children per 10,000 of population is historically low in Brent and the current rate is low when compared to statistical neighbours. Although with expected population growth this number is likely to increase, it should however be in line with the current statistical measure. With the assumption that this low rate continues over the next 18 months a reduction in the budget in line with posts currently being held vacant could be implemented to align resource to demand.

How would this affect users of this service?

If the rate of LAC remains as it is currently then it is anticipated that a resource reduction could be achieved without a major negative impact upon looked after children and care leavers.

Key milestones

Quarterly monitoring of LAC numbers within existing performance reports will be reviewed to consider whether current levels remain stable. A decision would need to

be made by the service by early 2021 regarding the resource required to meet demand for the subsequent two financial years.

Key consultations

Lead Member will be kept regularly informed and service users and staff will be kept regularly informed and their views sought.

Key risks and mitigations

- Risk that caseloads will rise, particularly as demographic changes increase the number of Secondary age children. (65% of current LAC are 13+). Risk that continuing complexity of need accelerates due to issues regarding contextual safeguarding and serious youth violence.
- Population growth is expected to stabilise following the current primary bulge moving through the school system. A number of activities as set out in the current borough plan are intended to improve outcomes and manage risk effectively for target groups at higher risk of becoming looked after.

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:	N/A
Deadline:	N/A

Lead officer for this proposal:	Onder Beter, Head of Service Looked After Children and Permanency
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Budget Options Information

Reference:	2021-23 CYP004
Service(s):	CYP Cross Service
Lead Member(s):	Cllr Patel

Savings Proposals:	Review and zero base other CYP service area budgets
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Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	Approx. £5M of non-staffing and non-frontline service budgets.
Total post numbers in the services(s) (FTE):	0

	2021/22	2022/23
	£'000	£'000
Proposed saving:	100	
	FTE	FTE
Proposed staffing reduction	0	

Proposed savings

Review and zero base other service area budgets to achieve and accumulate minor savings.

To achieve the saving a budget analysis will be carried out on non-staff and non-frontline service budgets across CYP. Management will then challenge budget holders to produce updated service delivery plans focussed on outcomes which can be costed by the finance team.

The exercise will concentrate on those budgets which have historically underspent or which represent discretionary spend. For example;

1. The CYP Learning and Development budget is centralised in the SQA service area, and has underspent in recent years. A costed plan could be designed to meet key requirements, such as ensuring Continuous Professional Development for social workers, and deliver a saving.

2. Eliminate recently unused budgets such as the £23k 'family conference budget'.

How would this affect users of this service?

There would be no impact on users of the CYP service.

Key milestones

- The zero basing exercise will be timetabled through the autumn and winter of 2019/20, taking each service area in turn, to conclude by March 2020.
- Launch of new 2021/22 Learning and Development offer April 2021

Key consultations

Consultations with staff on L and D offer by December 2020

Key risks and mitigations

All relatively minor underspends have historically been used towards covering other demand led budget pressures.

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:	Brian Grady, Operational Director Safeguarding, Partnerships and Strategy
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Budget Options Information

Reference:	2021-23 CYP005
Service(s):	Setting and School Effectiveness
Lead Member(s):	Cllr Patel

Savings Proposals:	Increased income target for the Gordon Brown Centre
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Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	0
Total post numbers in the services(s) (FTE):	3

	2021/22	2022/23
	£'000	£'000
Proposed saving:	50	
	FTE	FTE
Proposed staffing reduction	0	

Proposed savings

Increased income target for the Gordon Brown Centre. The Centre has benefitted from recent capital investment, and successful summer trading in 2019 indicates a forecast surplus of £50k against the current net zero budget.

How would this affect users of this service?

There is no identified impact to users of the service from this proposal

Key milestones

The planned income generation from the selling of daytime and residential activity bookings will be reviewed quarterly through 2019/20 and into 20/21

Key consultations

No consultations are required.

Key risks and mitigations

There is a risk that traded business in daytime and residential activity bookings deteriorates. This risk will be mitigated by proactive marketing of the offer of the Centre, in particular to Brent schools.

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:	N/A
Deadline:	N/A

Lead officer for this proposal:	John Galligan, Head of Setting and School Effectiveness
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Budget Options Information

Reference:	2021-23 CYP006
Service(s):	PPP
Lead Member(s):	Cllr Patel
Savings Proposals:	10% saving on CYP commissioning

Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	500
Total post numbers in the services(s) (FTE):	0

	2021/22	2022/23
	£'000	£'000
Proposed saving:	50	
	FTE	FTE
Proposed staffing reduction	0	

Proposed savings

10% saving on commissioning when contracts become due. The CYP procurement forward plan identifies a number of contracts which are due to go out to tender for new contracts to commence for April 2021, including for Speech and Language Therapy services and Mental Health and Wellbeing services.

How would this affect users of this service?

Effective market competition and review of service delivery alongside CCG commissioned services will ensure service delivery efficiencies are identified without impacting on the users of the services.

Key milestones

Indicative milestones for procurement activity are as follows:

- Consultation with children and parents/carers on service specifications to be completed by July 2020
- Market testing and market development to be completed by September 2020

- Procurement activity to commence October 2020
- Contract award by end of January 2021
- New contracts commence by end March 2021

Key consultations

Consultation with children and parents/carers on service specifications will be completed by July 2020

Key risks and mitigations

Achievement of this savings target will depend on the demand for services and design of the procurement activity. Price will need to be a significant factor in that exercise.

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:	N/A
Deadline:	N/A

Lead officer for this proposal:	Shirley Parks, Head of Service PPP
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Budget Options Information

Reference:	2021-23 R&E 001
Service(s):	Environmental Services
Lead Member(s):	Cllr Sheth

Savings Proposals:	General Efficiencies across the Environmental Services Directorate
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Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	£33,235
Total post numbers in the services(s) (FTE):	245

	2021/22	2022/23
	£'000	£'000
Proposed saving:	215	0
	FTE	FTE
Proposed staffing reduction:	N/A	N/A

Proposed savings

A review of the current budget forecasts across the department to identify recurring underspends.

How would this affect users of this service?

This exercise is intended to remove funds that have been deemed to be surplus to the structural revenue requirement of the directorate and so their removal would have no adverse operational impact.

Key milestones

A review of underspends to identify those that are recurring and so permanently surplus to operational requirements.

Key consultations

Budget holders.

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:	N/A
Deadline:	N/A

Lead officer for this proposal:	Chris Whyte, Operational Director, Environmental Services
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Budget Options Information

Reference:	2021-23 R&E 002
Service(s):	Parking and Street Lighting
Lead Member(s):	Cllr Sheth

Savings Proposals:	10% efficiency saving from new lighting maintenance contract
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Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	£1,390 (Lighting Maintenance Contract)
Total post numbers in the services (FTE):	3

	2021/22	2022/23
	£'000	£'000
Proposed saving:	140	0
	FTE	FTE
Proposed staffing reduction:	0	0

Proposed savings

A 10% efficiency saving should be achievable following the end of the 20 year PFI contract and bedding in of the new contract. This saving is in line with expectations of other procurement exercises.

How would this affect users of this service?

Achievable, provided capital provision for the new column replacement programme is made from December 2023

Key milestones

Completion of all outstanding 1997-2021 column replacements by March 2021.

Key consultations

N/A

Key risks and mitigations

Completion of outstanding column replacements by March 2021 will minimise risk. In addition, a fresh 20-year column replacement programme needs to be initiated from December 2023, funded preferably from capital 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?:	N
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	Gavin F Moore, Head of Parking and Lighting
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Budget Options Information

Reference:	2021-23 R&E 003
Service(s):	Highways and Infrastructure
Lead Member(s):	Cllr Sheth

Savings Proposals:	Increasing Schemes / Drainage Fees
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Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	£1,259
Total post numbers in the services(s) (FTE):	43

	2021/22	2022/23
	£'000	£'000
Proposed saving:	100	0
	FTE	FTE
Proposed staffing reduction:	N/A	N/A

Proposed savings

£100k from an increase in the level of fees applied to the delivery of large scale funded infrastructure improvement projects.

How would this affect users of this service?

There would be no impact on users of the service.

Key milestones

Review of fees and charges to be undertaken and agreed as part of the budget setting process for 2021/22.

Key consultations

N/A

Key risks and mitigations

Any increase in the level of fees applied will likely see less work able to undertaken for the funding that is available to resource these schemes. A neighbourhood

approach to managing these schemes will improve the delivery and the quality of the outcomes of the overall programme.

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:	Chris Whyte, Operational Director, Environmental Services
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Budget Options Information

Reference:	2021-23 R&E 004
Service(s):	Highways and Infrastructure
Lead Member(s):	Cllr Sheth

Savings Proposals:	Footway Damage Cost Recovery
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Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	£1,259
Total post numbers in the services(s) (FTE):	43

	2021/22	2022/23
	£'000	£'000
Proposed saving:	0	50
	FTE	FTE
Proposed staffing reduction:	N/A	N/A

Proposed savings

£50k net saving by deploying a dedicated officer to more proactively recover the cost of repairs from developers and builders causing damage to the public highway.

How would this affect users of this service?

A means of holding those who damage our highways to account will improve the overall look of the public realm.

Key milestones

Development of cost recovery process and systems, and recruitment of officer through 2020, with deployment starting in April 2021

Key consultations

Legal Services

Key risks and mitigations

The legal basis needs to be fully understood and accounted for so that the potential for challenge can be mitigated.

Successful application may lead to diminishing returns and a reduced level of saving over time. The wider and ongoing neighbourhood monitoring regime will ensure all opportunities for enforcement are identified and acted upon.

The level of sanctions to be processed may create an administrative burden and the capacity of existing support must be assessed and/or additional capacity created to support the overall business case.

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:	Chris Whyte, Operational Director, Environmental Services
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Budget Options Information

Reference:	2021-23 R&E 005
Service(s):	Regeneration – Building Control
Lead Member(s):	Cllr Tatler

Savings Proposals:	a) Increase BC published fees by 10% (up to 15 dwellings) b) More business from in-house Council led developments
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Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	(£722)
Total post numbers in the services(s) (FTE):	12 full time (4 vacant) 1 x 0.6

	2021/22	2022/23
	£'000	£'000
Proposed saving:	50	0
	FTE	FTE
Proposed staffing reduction:	Nil	Nil

How would this affect users of this service?

- Additional cost to applicants could be a deterrent to using the in-house service in a competitive market.
- Increasing fees by 10% could result in loss of competitiveness against Approved inspectors with a consequential loss of income. An officer has been working on a bench marking exercise of BC fees across other London Boroughs but with recent staff shortages this has not yet been completed.
- If it is only proposed to increase fees in relation to new housing schemes (up to 15 dwellings), we do not have a lot of these type of applications currently and I therefore do not think this will generate the required savings. It would also reduce our competitiveness against improved inspectors with the loss of income, however I believe fees in this type of work must be increased.
- The proposal to require the use of in house Building Control would be very welcome and would result in an increase in fee income which could contribute to the savings target. However, Project managers and budget holders would have to make it a contractual requirement that contractors use Brent BC

Key milestones

- Bench Marking Complete – Christmas 2019
- Meeting with in house Project managers and Budget holders to discuss in-house work

- Publish new fee schedule and web forms March 2020

Key consultations

- Meeting with in House project managers and budget holders re obtaining agreement to use in house Brent Building Control on all Brent projects.

Key risks and mitigations

- Bench marking would need to be completed with other London Building Control departments to assess current fee levels and scope for increasing fee levels on “standard fee type applications”.
- All fee schedules not publically available for comparisons
Mitigation – work with cross London group of authorities underway; accept that data collection may only be partial
- Fee increases makes Brent uncompetitive
Mitigation – benchmarking already indicates Brent is around 10% below many similar Boroughs; last fee review was 2016 so a new look is due.
- Manifesto commitment to use in house services not met
Mitigation – co-operative joint working and shared commitment ongoing

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:	John Flynn/Gerry Ansell
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Budget Options Information

Reference:	2021-23 R&E 006
Service(s):	Passenger Transport
Lead Member(s):	Cllr Sheth

Savings Proposals:	Parking provision for SEN buses within Brent
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Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	£10,392
Total post numbers in the services(s) (FTE):	0

	2021/22	2022/23
	£'000	£'000
Proposed saving:	0	150
	FTE	FTE
Proposed staffing reduction:	N/A	N/A

Proposed savings

Relocating a number of buses back to a Brent depot from Harrow to reduce operating times and costs.

How would this affect users of this service?

Will create efficiencies in terms of routes and driving times and so create better comfort for passengers.

Key milestones

Brent depot development through 2020, 2021 and 2022 as part of 2023 Recommissioning Strategy in order to host a range of operational services and to provide parking space for a number of vehicles currently operating out of the Harrow depot.

Key consultations

Harrow Council as shared service partners, and also passengers.

Key risks and mitigations

To avoid service disruption, only those routes that will provide operational efficiencies and a saving should be relocated to 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	Y
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	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?:	Y
EIA to be completed by:	C Whyte
Deadline:	Jan 2020

Lead officer for this proposal:	Chris Whyte, Operational Director, Operational Services.
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Budget Options Information

Reference:	2021-23 R&E 007
Service(s):	Regeneration: Development Management Planning
Lead Member(s):	Cllr Tatler

Savings Proposals:	Additional pre-application charges for specialists eg conservation and design, landscaping
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Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	£788
Total post numbers in the services(s) (FTE):	3 (Place making team)

	2021/22	2022/23
	£'000	£'000
Proposed saving:	5	0
	FTE	FTE
Proposed staffing reduction:	0	0

Proposed savings

The service already charges considerable amounts for a pre-application service, tiered to reflect the size of the proposal and the amount of time spent on giving pre-app advice. For all but the smallest schemes, the charge includes some input from specialist design services where required eg conservation and design, trees and landscaping.

However, there may be some instances where the specialist advice goes beyond the basic service, in which case an additional charge could be levied, in agreement with the applicant.

How would this affect users of this service?

Providing pre-application advice is a non-statutory function but is seen as an essential part of the planning service. As this would mainly affect commercial operators (rather than domestic residents) it would be built in to their calculations on scheme costs.

Key milestones

- a) establishing charging schedule, publishing
- b) implementing this proposal from April 2020

Key consultations

None

Key risks and mitigations

The Council's pre-application charges were reviewed two years ago and are already in the highest quartile for charges in London, something which has in the past attracted adverse industry press.

Mitigation: publish revised charging schedule for full transparency, and make additional specialist advise an optional extra.

In an uncertain economic climate, the overall charge could put off potential investors and give the impression that Brent is 'open for business'

Mitigation: this is a risk of perception as the additional charge would not be significant. Other messaging and regeneration branding, plus demonstrable outcomes on the ground to counter-act that.

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	Gerry Ansell/David Glover
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Budget Options Information

Reference:	2021-23 R&E 009
Service(s):	Regeneration - Employment, Skills and Enterprise
Lead Member(s):	Cllr Agha

Savings Proposals:	To develop a commercial training arm that can utilise the apprenticeship levy to deliver Apprenticeship Standards. This can generate an income, whilst it does require upfront investment in the staff and resources needed.
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Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	(£23)
Total post numbers in the services(s) (FTE):	58 FTE (excluding part time tutors)

	2021/22	2022/23
	£'000	£'000
Proposed saving:	£15	£30
	FTE	FTE
Proposed staffing reduction:	0	0

Proposed savings

Forecast surplus (profit) margin of £15k in year 1 of operation 2021-22, rising to £30k in 2022-23.

This requires investment in additional capacity that will be required ongoing. It means that a growth budget request is needed rather than one off expenditure.

- £20k investment in 2020-21 to pay for additional sessional teaching capacity and a new e-learning portfolio system, required for apprenticeship delivery.
- 2021-22 –£80k investment in 2022-23 to upscale the team – to pay for 0.5FT Business Development Officer and a Data Administrator.

How would this affect users of this service?

New apprenticeships can be delivered by the service in the council, with local schools, the health service and in the care sector. These are the early areas of business development planned, where the council has strong connections.

Key milestones

2019-20:

- Soft market testing with employers to generate business leads
- Register on the national framework as an apprenticeship provider (Brent Start).

2020-21:

- Begin business client management and delivery of Apprenticeships in 20-21 financial year.
- Procurement of new e-learning portfolio system.
- Recruitment of teaching staff for early delivery.
- In Quarter 4 recruit to business development role and admin role for starts in April 2021.

Key consultations

- Consultation with staff will be taken forward with staff to assist with the development of the project. It will not affect existing posts.

Key risks and mitigations

- Risk: Insufficient interest in the new service. Mitigation: to complete soft market testing in advance of launch and to start at a small scale and then incrementally increase the provision.
- Risk: not being registered on the national register. Mitigation: for this to be confirmed before additional investment in the development of the service.

Equality impact screening

Equality needed in recruitment of apprenticeships delivered by the new service and working with employers.

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:	Joanne Thomas, Employment Senior manager
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Budget Options Information

Reference:	2021-23 R&E 011
Service(s):	Client FM Team, Property
Lead Member(s):	Cllr Tatler

Savings Proposals:	A 12-month extension to the existing FM contract is currently being arranged. It is proposed to receive proposals to achieve savings of £70k at the time that the existing FM contract extension is agreed.
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Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	£5,800
Total post numbers in the services(s) (FTE):	10

	2021/22	2022/23
	£'000	£'000
Proposed saving:	£70	0
	FTE	FTE
Proposed staffing reduction:	1	0

Proposed savings

- Reduction of 1 contracted Security Post at £30k approx.
- Option for spend to save innovation or remote open and close of FM managed buildings.

How would this affect users of this service?

Security impact would be absorbed within existing team structures.
Remote lock/ unlocking would mean service users no longer have a physical guard locking and unlocking the premises.

Key milestones

Contract extension being agreed and signed.

Key consultations

Apleona staff consultation (for Security staffing change).

Building stakeholder consultation (for lock/ unlock revisions).

Key risks and mitigations

Risk - Buildings are not checked physically by a guard for locking unlocking.
Mitigation – Remote system will confirm whether buildings have been remotely locked or not.

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:	Russell Burnaby, FM Portfolio Manager
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Budget Options Information

Reference:	2021-23 CDS 001 & 002
Service(s):	ICT Client & Applications
Lead Member(s):	Cllr Margaret McLennan

Savings Proposals:	ICT Client & Applications income generation from sale of IT support services.
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Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	£5,800
Total post numbers in the services(s) (FTE):	46

	2021/22	2022/23
	£'000	£'000
Proposed saving:		
Income Generation		
Increase IT support charge to external organisations	50	30
	FTE	FTE
Proposed staffing reduction		0

Proposed savings

Increase in income generated from charging for IT support. Increase charge to partner organisations and also explore opportunities for expanding on the organisations which the ICT Client & Applications could provide support for MS Dynamics.

How would this affect users of this service?

The current user base would increase, however it is not anticipated that this will have any adverse impact on the quality of the service offered as the intention is to grow

the support provision and cover costs and generate income over and above any additional staffing requirement.

Key milestones

N/A

Key consultations

Consultation with current and new partner organisations.

Key risks and mitigations

Risk of adverse impact to service delivery will be mitigated by increasing staff as required, but ensuring these costs are met from income generated.

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:	Sally Chin, Head of ICT & Applications
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Budget Options Information

Reference:	2021-23 CDS 003 & 005
Service(s):	ICT Client & Applications
Lead Member(s):	Cllr McLennan

Savings Proposals:	ICT Client & Applications reduction in support services.
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Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	£5,800
Total post numbers in the services(s) (FTE):	46

	2021/22	2022/23
	£'000	£'000
Proposed saving:		
Reduction in printing costs	40	0
Reduction in cost of Oracle changes and future developments	20	0
	FTE	FTE
Proposed staffing reduction	0	0

Proposed savings

Printing:

Early indications from the award of the Council's printing contract coupled with the roll out of laptops has resulted in a prediction that there will be a reduction in the volume of printing.

Oracle Developments:

There is a need to review the use of the current Oracle system, therefore the best approach is to reduce the number of changes on the current version of Oracle whilst this review is underway. Keeping changes to an absolute minimum will enable this budget to be reduced by £20k per year ongoing.

How would this affect users of this service?

No direct impact

Key milestones

N/A

Key consultations

Discussion with key internal stakeholders, i.e. Colleagues in Corporate Finance.

Key risks and mitigations

Risk that projected usage of printing does not decrease as current predictions suggest, to mitigate this other options will be explored, i.e. completely switching off colour printing and contacting high usage users.

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:	Sally Chin, Head of ICT & Applications
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Budget Options Information

Reference:	2021-23 CDS 004
Service(s):	ICT Client & Applications
Lead Member(s):	Cllr Margaret McLennan

Savings Proposals:	ICT Client & Applications staffing efficiencies
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Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	£5,800
Total post numbers in the services(s) (FTE):	46

	2021/22	2022/23
	£'000	£'000
Proposed saving:		
Management Salaries		130
Part year impact of 1 x FTE		30
	FTE	FTE
Proposed staffing reduction		2

Proposed savings

Reduction of one management post and one Database Administrator Post, which will be a part year impact in 2022/23 and full year impact thereafter. This will be a result of an ongoing review and of re-alignment of the current structure following an anticipated move to Cloud services and therefore a reduction in the technical resources needed to provide ongoing support.

The plan is to have an ongoing succession plan in place so that other managers within the team can gain the skills to provide effective cover for the deletion of the senior manager post.

How would this affect users of this service?

No impact. It is anticipated that as the Technical element of the current work reduces the need for senior management will reduce and the remaining work would be redistributed across the team.

Key milestones

N/A

Key consultations

Consultation with affected staff on any structural changes.

Key risks and mitigations

Risk of adverse impact to service delivery will be mitigated by gradual implementation of changes and allocation of work between other managers in the 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:	N/A
Deadline:	N/A

Lead officer for this proposal:	Sally Chin, Head of ICT & Applications
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Budget Options Information

Reference:	2021-23 CDS 006
Service(s):	Customer Access
Lead Member(s):	Cllr McLennan

Savings Proposals:	Merger of Housing and Corporate Contact Centres
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Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	£10,700
Total post numbers in the services(s) (FTE):	228

	2021/22	2022/23
	£'000	£'000
Proposed saving:	£50	£50
	FTE	FTE
Proposed staffing reduction	2	2

Proposed savings

Merger of Housing and Corporate Contact Centre with rationalisation of management in 2021/22 and staff efficiencies in 2022/23

How would this affect users of this service?

Should not affect users

Key milestones

Implementation of CRM in 2019/20 (Corporate Contact centre) By December 2019
 Restructure of Contact centres : June 2020 to August 2020 (TBC)
 Staff reduction through natural wastage during 2020/21

Key consultations

Formal consultation with staff affected

Stakeholder consultation with services affected

Key risks and mitigations

Delays in implementation of CRM delay merger

Plans are already well progressed and go live for the Corporate Contact Centre is imminent

Restructure of both Contact centres unsettles staff affecting performance / increased turnover

Impact on staff will be minimise by managing reductions through natural turnover. Staff are involved in the change project to implement CRM and will be involved in the merger so as to optimise engagement

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:	Troy Francis, Director of Customer Access
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Budget Options Information

Reference:	2021-23 CDS 007
Service(s):	Customer Access
Lead Member(s):	Cllr McLennan

Savings Proposals:	Reduction in postal costs
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Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	£10,700
Total post numbers in the services(s) (FTE):	228

	2021/22	2022/23
	£'000	£'000
Proposed saving:		£30
	FTE	FTE
Proposed staffing reduction	0	0

Proposed savings

Reduce expenditure on postage through increased use of automation and on line channels for residents

How would this affect users of this service?

No impact – this should be a natural consequence of the implementation of the Digital Strategy which is increasing digital self service across a range of services and making it easier for residents to transact on line.

Key milestones

Implementation of Digital strategy – key milestones include implementation of a new Customer Portal enabling residents to access on line services through one account – implementation of Microsoft Dynamics for Council Tax and Housing Benefits

Key consultations

Key service stakeholders

Key risks and mitigations

Channel shift not achieved due to delays in implementation of digital strategy

Robust programme management in place with oversight from new Customer and Digital Board

Service issues cause backlogs of work resulting in increased volumes of post
Monitoring of postal costs and remedial action to address any overspend if forecast

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:	Troy Francis, Director of Customer Access
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Budget Options Information

Reference:	2021-23 CDS 008
Service(s):	Customer & Digital Services
Lead Member(s):	Cllr McLennan

Savings Proposals:	BCS - Savings from new Council Tax Support scheme
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Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	10,700
Total post numbers in the services(s) (FTE):	228

	2021/22	2022/23
	£'000	£'000
Proposed saving:	50	0
	FTE	FTE
Proposed staffing reduction	1.25	0

Proposed savings

A new Council Tax Support (CTS) scheme is being introduced from April 2020. Although initially this may generate some additional customer demand due to the change from the existing scheme, following this it is expected that the new, simplified scheme will be easier to administer (as well as providing opportunities for greater automation.)

This staff saving will be made during the first year of running the new CTS scheme through natural turnover.

See also Savings proposal 2021-23 CDS 011, in conjunction with this proposal.

It should be noted that the Benefit Service is also reducing other staffing costs (currently met via Reserves) by approximately £200K each year up to 2023/24 in relation to the rollout of Universal Credit.

How would this affect users of this service?

There is not expected to be any impact on service users due to the staffing reduction; they will in fact be experiencing a simpler and quicker process for claiming CTS.

Key milestones

Saving to be met via natural turnover during 2020/21, providing a full-year saving for 2021/22.

Key consultations

Not required.

Key risks and mitigations

None evident.

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:	Troy Francis, Director of Customer Access
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Budget Options Information

Reference:	2021-23 CDS 009
Service(s):	Customer Access
Lead Member(s):	Cllr McLennan

Savings Proposals:	Increased automation
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Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	£10,700
Total post numbers in the services(s) (FTE):	228

	2021/22	2022/23
	£'000	£'000
Proposed saving:	£50	£50
	FTE	FTE
Proposed staffing reduction	1.5	1.5

Proposed savings

Implementation of increased automation through Robotic processing, Northgate modules, CRM

How would this affect users of this service?

Automation should have a positive impact for residents as it will increase processing efficiency, accuracy and consistency of decisions.

Key milestones

Northgate modules are being implemented during 2019/20 and the benefits should start to be realised by 2020.

Identification of further processes suitable for robotic processing by January 2020-delivery by March 2021.

Implementation of CRM for HB and Council Tax by September 2020.

Key consultations

Internal stakeholder affected by changes

Key risks and mitigations

Delays in delivering automation projects

Will be mitigated through robust project management and thorough testing

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:	Troy Francis, Director of Customer Access
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Budget Options Information

Reference:	2021-23 CDS 010
Service(s):	Customer & Digital Services
Lead Member(s):	Cllr McLennan
Savings Proposals:	BCS - Replace IEG (on line benefits form)

Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	10,700
Total post numbers in the services(s) (FTE):	228

	2021/22	2022/23
	£'000	£'000
Proposed saving:	0	75
	FTE	FTE
Proposed staffing reduction	0	1

Proposed savings

The Benefits Service currently utilises an electronic claim form (IEG4) for claimants to make initial claims and report changes in circumstances. This is used in conjunction with Risk Based Verification (RBV) software which risk-scores each claim / change, thereby dictating how much evidence is required from the claimant to support their claim.

Over the next couple of years, there will be less need to utilise this relatively expensive approach, because: -

- The continued rollout of Universal Credit (UC) will result in a significant reduction in the number of claims and changes in circumstances for Housing Benefit (HB)
- A new Council Tax Support (CTS) scheme is being introduced from April 2020, utilising a significantly simpler claim process, less need for evidence verification from claimants (as more information from DWP and HMRC will be utilised), and indeed less need or benefit to be gained from differentiating

claims on a risk basis (as many of the “higher risk” claims will have migrated from HB to UC).

As a result, it will be possible to move from IEG to a simpler and cheaper alternative e-claim (whether from a third party or internally developed in MS Dynamics). It will also be possible to move away from RBV or introduce a simpler and cheaper variation of this. Furthermore, the simplified CTS scheme has the potential for robotic automation to transfer data from the e-claim directly into the Council Tax system.

Savings will be deliverable by 2022/23 and achieved through cheaper alternative systems (or completely stopping use of RBV), plus 1FTE staffing saving from the potential robotic process.

How would this affect users of this service?

There is not expected to be any impact on service users due to these changes; in fact, the benefits claim process and administration is expected to be improved via these proposals. Customer service is expected to be improved as a result.

Key milestones

Evaluation of the first year of CTS implementation and potential for automation and further efficiencies – April 2021

Options appraisal for alternative e-claim packages (or in-house alternatives) – July 2021

Procurement and design of new systems – September 2021

Implementation of new systems – December 2021

Full year savings realised from April 2022

Key consultations

Not required.

Key risks and mitigations

Usual risks involved in procurement and implementation of new IT systems. To be mitigated through robust project management.

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:	Troy Francis, Director of Customer Access
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Budget Options Information

Reference:	2021-23 CDS 011
Service(s):	Customer & Digital Services
Lead Member(s):	Cllr McLennan

Savings Proposals:	BCS - Staffing efficiencies
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Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	10,700
Total post numbers in the services(s) (FTE):	228

	2021/22	2022/23
	£'000	£'000
Proposed saving:	50	95
	FTE	FTE
Proposed staffing reduction	1.25	2.5

Proposed savings

Staffing efficiencies will come from a variety of areas:-

- A new Council Tax Support (CTS) scheme is being introduced from April 2020. Although initially this may generate some additional customer demand due to the change from the existing scheme, following this it is expected that the new, simplified scheme will be easier to administer (as well as providing opportunities for greater automation.)
- The Council Tax service was brought back in house in May 2019 and after stabilising the service during 2019/20 it is expected that staffing efficiencies can be made via streamlining of processing, and in improved joint handling of queries between Benefits and Council Tax.
- It is anticipated that efficiencies can be made in the Debt Recovery section due to streamlined debt collection processes following the introduction of the ASH corporate debt system (expected during 2020).

Savings will be spread across 2021/22 and 2022/23 and achieved through natural turnover.

See also Savings proposal 2021-23 CDS 008, in conjunction with this proposal.

It should be noted that the Benefits Service is also reducing other staffing costs by approximately £200k each year up to 2023/24 in relation to the rollout of Universal Credit.

How would this affect users of this service?

There is not expected to be any impact on service users due to these staffing reductions, as they are all expected to be accomplished via streamlined or simplified processes (Council Tax / Benefits) or new systems (ASH). Customer service is expected to be improved as a result.

Key milestones

Savings to be met via natural turnover during 2020/21 and 2021/22, providing full-year savings for 2021/22 and 2022/23 respectively.

Key consultations

Not required.

Key risks and mitigations

None evident.

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
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EIA to be completed by:	N/A
Deadline:	N/A
Lead officer for this proposal:	Troy Francis, Director of Customer Access

Budget Options Information

Reference:	2021-23 CDS 012
Service(s):	Customer & Digital Services
Lead Member(s):	Cllr McLennan

Savings Proposals:	Transformation staffing efficiencies
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Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	£3,000
Total post numbers in the services(s) (FTE):	53

	2021/22	2022/23
	£'000	£'000
Proposed saving:		100
	FTE	FTE
Proposed staffing reduction		1

Proposed savings

Reduction of one management post as part of re-alignment of team structure following merger of Transformation, BCS service improvement, web and business intelligence functions.

How would this affect users of this service?

No impact. Work would be redistributed across the team.

Key milestones

N/A

Key consultations

Consultation with affected staff on any structural changes.

Key risks and mitigations

Risk of impact to delivery of transformation work programme will be mitigated by gradual implementation of changes and re-alignment of work between other managers in the 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:	N/A
Deadline:	N/A

Lead officer for this proposal:	Sadie East, Head of Transformation
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Budget Options Information

Reference:	2021-23 CE 001/2/3
Service(s):	Chief Executive's Departments – (i) Finance, (ii) Legal, Human Resources, Audit and Investigations (iii) Assistant Chief Executive
Lead Member(s):	Cllr Butt, Cllr McLennan, Cllr Miller
Savings Proposals:	Various proposals to achieve efficiency savings, see details below.

Financial and Staffing Information

2019/20	
Total budget for the service(s) £'000:	Finance: £7,482 LHRAI: £8,528 ACE: £7,626
Total post numbers in the services(s) (FTE):	Finance: 106 LHRAI: 118 ACE: 94

	2021/22	2022/23
	£'000	£'000
Proposed saving:	0	300
	FTE	FTE
Proposed staffing reduction	0	1

Proposed savings

Efficiencies within LHRA&I include:

1. Reduce external Internal Audit through re-procurement and utilise finance resource through rotations. This will reduce overall available internal audit hours.
2. Full cost recovery from external.
3. Restructure of vacant posts in a legal team.
4. Rationalise OH checks on recruitment.
5. Re-procurement of Legal Library provider

Efficiencies within Finance include:

6. Centralise management of all the council's energy spend drive procurement savings.
7. Rationalise, reduce and consolidate the use of document storage across the council via destruction and use of technology. This would be a spend to save project.

Efficiencies within ACE include:

8. It is proposed to review the structure of the admin support across the council and centralise core elements within the Executive & Member Services function in 2021/22 which will result in efficiencies.
9. Restructure of Conference and Events to remodel the service with a view to generating more income, c£200k. This will mainly cover the historic communications income target gap and the £100k saving required for 2020/21.

How would this affect users of this service?

Minimal impact on users as the proposals focus primarily on efficiency savings and income generation.

Key consultations

Restructures proposed within the ACE department will be managed through the Managing Change policy.

Key risks and mitigations

Regarding the reduction in internal audit hours, there is a risk that the quality and quantity of independent assurance on the Council's mitigation of key risks is diminished.

To minimise this risk, we have been named in a re-procurement exercise for pan-London Audit services which is intended to provide optimum value for money while retaining quality and providing more flexibility i.e. it should be cheaper than our current arrangement and will allow us to call off additional resource should the need arise.

Additionally, it is proposed that we increase the amount of resource provided by finance graduates on rotation to the IA team. This will most likely increase from three to six months per assignment.

Furthermore, we have significantly increased our coverage in the last two calendar years including covering most key risk areas. It is proportionate in these circumstances to review levels of overall coverage.

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:	Minesh Patel, Director of Finance. Debra Norman, Director of Legal, HR, Audit & Investigations. Peter Gadsdon, Strategic Director of Customer & Digital Services.
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Appendix D: Summary of HRA business plan

1. Introduction

- 1.1 This report includes a proposal for HRA rent setting for 2020/21 and provides an update to the Housing Revenue Account (HRA) Business Plan, along with highlighting the key assumptions required to reflect national policies and financial impacts to the HRA. The business plan projections reflect the income and expenditure required to manage a landlord function and at the same time work towards the Council's objectives to increase Council housing supply in Brent.
- 1.2 This report does not attempt to summarise all aspects of the HRA business plan but to highlight those areas where particular issues should be noted and to consider options for future budget strategy.

2. Background

- 2.1. The HRA self-financing system for Council Housing was implemented in April 2012. Under HRA self-financing, the Council's HRA continues to be a ring-fenced account (income and expenditure) for Council dwellings.
- 2.2. HRA self-financing is intended to allow local authority landlords to manage and maintain their own stock from the rental income they generate.
- 2.3 The Welfare Reform Act 2016 imposed 1% rent reductions for 4 years from April 2016 to March 2020. The final year of reductions being 2019/20.
- 2.4 The loss of rental income over the period of reduction for Brent has been £23 million when compared to the income there would have been if this was not imposed.
- 2.5 It was therefore necessary to make revenue savings in the HRA to compensate for the rental income loss, both in 2016/17 and in subsequent years, so that the HRA can achieve a balanced budget as required by legislation.
- 2.6 The Housing Service Transformation Programme contributed towards delivering £3.6m of savings to the HRA. Part of this involved bringing the Council's ALMO (Arm's Length Management Organisation) back in house in October 2017, the re-organisation of the service to make it more efficient, the implementation of a new CRM system and a self-service system for tenants and leaseholders.
- 2.7 It was also necessary to use HRA reserves in order to maintain a balanced budget. Before the implementation of rent reductions in 2016/17, the HRA operating reserve balance was £6.2m, which is used for contingency and smoothing of short term budget deficits. As at the end of 2018/19, the operating reserve balance had reduced by £4.8m to £1.4m due to the need to smooth out budget shortfalls as a result of rent reductions.
- 2.8 The major repairs reserve balance before rent reductions in 2016/17 was £11.5m, which was used to fund major works. As at the end of 2018/19 the major repairs

reserve balance was fully depleted in order for improvement works to be carried out on Council homes.

- 2.9 As the major repairs reserve has been fully depleted, there was no funding available to deliver some essential maintenance and improvements, such as cyclical decorations, security improvements and communal heating replacements. Other improvements requested by tenants were also not delivered. This has led to a significant reduction in the satisfaction levels of both tenants and leaseholders.
- 2.10 In October 2017 the government announced a return to the option of rent increases for all local authorities of CPI plus 1% for 5 years, starting in April 2020.
- 2.11 A return to the CPI plus 1% model for five years from April 2020 will provide some stability and certainty over planned investment in the current stock, service improvements and new developments, at least in the medium term. The approach to be taken by government beyond 2025 remains uncertain for all local authorities. In the absence of this information it is assumed in the business plan that rent will increase by CPI after 2025.
- 2.12 Increasing rents by CPI plus 1% over the next 5 years and then CPI for the remaining 25 years of the 30-year business plan allows major works profiling to be funded without the need to borrow in the long term. This allows the option for a borrowing strategy to be exclusively aimed towards new builds and housing supply. It is important to consider both short and long term impacts of rent setting as it will have an accumulated impact on future budget availability similar to the way council tax is modelled.
- 2.13 Increasing rents by CPI plus 1% will also enable the Council to deliver its commitment on fire safety improvement works, address the gaps identified from the stock condition survey and fund agreed uplifts in contracts without affecting the delivery of essential services.

3. Rent setting proposal for 2020/21

- 3.1 The table below shows the average rent levels before the 1% rent reductions compared to current rates and the proposed increase of CPI plus 1% which equates to 2.7% for 2020/21. All new re-lets are charged at Target rent and therefore the current average rent will not be a direct reduction against 2015/16.

Bed Size	Average Net Rent 2015/16 (before rent reductions)	Current Average Net Rent 2019/20	Proposed Average Net Rent 2020/21 (2.7%)	Proposed v 2015/16 Rent
	£	£	£	£
Bedsits	88.12	84.59	86.87	(1.25)
1	102.06	98.46	101.12	(0.94)
2	115.66	113.59	116.65	0.99
3	127.73	125.55	128.94	1.21

4	138.95	135.96	139.63	0.68
5	148.83	147.63	151.61	2.78
6	152.56	155.39	159.59	7.03
Average Rent	114.53	112.06	115.08	0.55

- 3.2 The proposed rent rates for 2020/21 will be on average £0.55 per week (0.48%) more than they were in 2015/16. The average rent increase compared to the current financial year is estimated to be £3.02.
- 3.3 A rent increase of 2.7% is estimated to result in an additional £1.2m of income compared to 2019/20.
- 3.4 The net rent amounts are excluding service charges. The service charges are a recharge to tenants and leaseholders based on actual costs incurred in providing specific services, for example estate cleaning.
- 3.5 Two other options have been modelled:
- Rents could be increased by just CPI (1.7% in September 2019). This is estimated to increase rental income by £0.8m. However, this would result in a £0.3m deficit (as per the table below), which will need to be covered by the operating reserve.
 - Rents could be frozen at current rates. However, this will result in a shortfall of £1.1m and could potentially result in using up most of the operating reserve to balance the budget.
 - Both of these options would result in reduced maintenance and service improvements to tenants and leaseholders.
- 3.6 The table below shows the different options for rent setting and the projected outturn for 2020/21 as a result of indicative budget requirements to specific expenditure lines:

	Budget Requirements		Rent Setting Scenarios		
Rent setting Scenarios 2020/21	Net Budgets 2019/20	Indicative Budget 2020/21 (2.7% increase)	2.7%	1.7%	Freeze
	£m	£m	£m	£m	£m
Additional Income:					
Net rent	(45.4)	(46.6)	(1.2)	(0.8)	0.0
Rent related expenditure (not recoverable through service charges)					
Supervision and management	11.4	11.7	0.3	0.3	0.3
Repairs and maintenance	11.5	11.9	0.4	0.4	0.4
Efficiency savings target	0.0	(0.5)	(0.5)	(0.5)	(0.5)

Major works	13.7	14.3	0.6	0.6	0.6
Provision for bad debts	0.4	0.7	0.3	0.3	0.3
Rents rates and other charges	1.0	1.0	0	0	0
Financing costs	7.4	7.4	0	0	0
Net (Surplus) / Deficit	0.0	(0.1)	(0.1)	0.3	1.1

- 3.7 Supervision and management costs include allowances for pay inflation uplifts in the business plan. An assumed 3% cost inflation in 2020/21 will amount to a £0.3m budget requirement compared to previous year.
- 3.8 Repairs and maintenance contracts include an annual RPI inflationary uplift. This is assumed at 3.5% and will result in a £0.4m budget increase.
- 3.9 Efficiency savings targets are incorporated into the budget setting process in line with the Council's overall budget setting process. An assumed 2% efficiency target across management and repairs will result in a £0.5m budget reduction.
- 3.10 The major works expenditure provision needs to increase for two reasons:
- The initial findings from the stock condition survey report indicates an average spend requirement of £13m per annum over the next 5 years, £16m on average from years 6 to 10 and £36m on average from years 11 to 30, after adjusting for year on year RPI inflationary uplifts.
 - There is an additional £10m budget requirement to undertake fire safety works across Brent's housing stock. The safety works currently cannot be funded without borrowing and the rent increases will contribute towards this safety work on tenanted properties.
- 3.11 The Asset Management Strategy for Brent is currently being worked on by the Property Services department to refine the stock condition findings and prioritise works to improve the condition of the housing stock. The Asset Management Strategy is likely to increase the budget requirements as indicated in the stock condition survey. The medium term investment plan will need to be aligned as closely as possible with affordability, as set out in the overall business plan.
- 3.12 The provision for bad debt also need to be increased. The Welfare reform act 2012 introduced radical changes to the welfare system:
- Reduction of housing benefit for social tenants if accommodation is considered larger than they need.
 - Introduced a new universal credit to be phased in over time, which will provide benefit payments direct to the tenant rather than the landlord.
- 3.13 The impact of universal credit will be on rental income collection rates, which in-turn means the likelihood of increased bad debts. The arrears balance as at 31st of March 2019 was £4.2m, an increase of £0.6m from previous year.
- 3.14 The bad debt provision going forward is estimated to increase by £0.3m (0.6% of rental income) due to uncertainties over the impact of universal credit rollout and general rent levels. The arrears balances will be monitored closely to reflect changes in rent collection rates.

3.15 The HRA operating reserve balance outturn as at March 2019 was £1.4m and is not anticipated to be used while rent increases are set at CPI plus 1%. Currently the minimum amount in the business plan model is to reach an operating reserve balance estimated at £200 per unit, which is approximately £1.6m. The operating reserve is necessary for unexpected deficits or for smoothing in-year budget pressures due to timing differences between the cost of building new homes and receiving rental income so that it can offset the increased borrowing costs.

4. Summary of key assumptions in the HRA Business Plan

4.1. The HRA business plan provides long term financial forecasts of the effects of the council's spending, investment and rent-setting decisions, based on the authority's current income, expenditure and investment expectations. The data is combined with key assumptions on how costs and income might change in future to illustrate what the authority can reasonably expect to happen, using the best available information.

4.2. Regular review of assumptions is important in helping the Council to make early decisions that help keep the HRA in balance, while delivering substantial levels of investment in Council housing.

4.3. Summary of key assumptions that underpin the 30 Year Business Plan are shown below:


Description	How it impacts Business Plan	Assumptions used in Business Plan
HRA Stock	Projected rental income is based on stock numbers	Opening stock of 7,751 based on year end accounts. This is adjusted for projected RTB sales and new affordable housing supply over the 30 years.
Inflation on supplies and services	All income and expenditure is adjusted for inflation to reflect general cost increases	Rental income uses CPI, all other expenditure assumed at RPI. CPI 1.7% and RPI 3.5%
Minimum Working Balance	Target level of minimum reserve for any overspends	Working balance requirements assumed at £200 per unit giving circa £1.6m
Rental Income	Tenant rent projections are driven by stock numbers and average rent. Tenant rent is the largest source of income for the HRA	Average rent is currently set at £112 per week. Rent is adjusted as per government policy. Currently 1% reduction up to 2019/20, assumed CPI+1% from 2020/21, CPI from 2026/27
Supervision and Management Costs	Rental income is allocated to management costs of providing a landlord service	Cost assumed to increase by RPI each year

Service Charges	Cost of specific services are charged back to tenants and leaseholders.	Service charge uplift in line with anticipated costs increases at RPI
Voids	Level of void properties have an impact on rental income that can be charged	Rent loss though voids is estimated at 1.3%,1.10%, then 1% from 2022/23
Bad Debts	Rent arrears that are not collected results in loss of income.	Assumed increase of 0.6% from 2020/21 to reflect universal credit roll out and increased rents
Repairs and Maintenance Costs	Rental income is allocated to repairs budgets	Expenditure adjusted in line with RPI and stock movements
Right to Buy Sales	stock reductions reduce rental income and sets a target for Council to achieve 1-4-1 replacements	Projected 18 sales in Yr1, 16 sales in Yr2, then 15 sales from Yr3 to 30.
Interest rate on borrowing	Rental income is allocated to financing debt	New debt is assumed at 2.07% PWLB rates
Capital Programme - Major Works	Investment to maintain housing stock	Profiling over 30 years based on recent stock condition survey. This will be updated with Asset Management Strategy once finalised.
HRA Debt Balance	The HRA debt balance as at 31st of March 2019 was £159.9m.The 2018/19 outturn for debt financing as a percentage of net rental is 13%	Currently the business plan does not anticipate the repayment of debt over 30 years as it will not be affordable.
RTB Receipts	Brent has a target Gross spend of £51.2m by end of Dec 2021.	It is currently assumed that the annual target spend Pre-GLA agreement to ring fence receipts will be met through a combination of Council spend and grant funding Registered Providers.
Affordable Housing Supply	Brent's target is to increase affordable housing by 5,000 homes in the borough over the next 5 years. As part of this target, the Council has committed to providing 1,000 affordable homes.	The current baseline business plan has built in 164 new affordable homes with an estimated cost of £45.8m. Further schemes will be added into the business plan during the year when they have progressed to advanced stages after completing financial appraisals

5. Risks

- 5.1. The business plan is based on a set of assumptions and there will always be some element of risk of significant changes in the cashflow projections in the revenue and capital accounts if any of the assumptions fail to materialise.
- 5.2. The impacts of Welfare Reform and Universal Credit will affect the HRA Business Plan as the number of rent arrears are expected to increase considerably. A number of mitigations are in place to help support tenants such as:
 - Raising awareness with residents about Universal Credit, including what it means for them
 - Develop future delivery partnership with DWP
 - Establish delivery partnership agreement that supports the most vulnerable,
 - Increase provision for digital inclusion and improve capacity for residents to manage accounts independently
 - Continue to review strategy for maximising rent collection that reflects Universal Credit implications for transition and full service
 - Investing in technology to optimise operating process and generate efficiencies
- 5.3. The impacts of national housing policies and any changes proposed in future Green Papers can have an adverse impact on the HRA Business and could require additional resources to deal with any unexpected changes. Uncertainty surrounding Brexit can also lead to delays in housing policy decisions.
- 5.4. The findings from the Grenfell inquiry and the Hackitt review, are also likely to have an impact on the HRA business plan, by requiring improvements yet unknown and increasing maintenance responsibilities.
- 5.5. The HRA debt cap is removed and significant borrowing is required to increase housing supply in Brent. Borrowing levels risk exposure to interest rate fluctuation which can have a significant impact on revenue budgets and overall business plan.
- 5.6. The HRA Business Plan assumes an ongoing inflation rate on expenditures over the 30-year period. If inflation rates were to exceed the assumed rate in the business plan, it will have a negative impact on both capital and revenue expenditures.
- 5.7. Spend targets for 1-4-1 receipts means the Council will incur interest charges if targets are not met. There is currently a plan in place to grant fund Registered Providers, however there still remains a risk of not achieving targets on time.

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	Cabinet 11 November 2019
	Report from the Assistant Chief Executive
COMPLAINTS ANNUAL REPORT 2018 – 2019	

Wards Affected:	All
Key or Non-Key Decision:	Key Decision
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	Appendix A - Adult Social Care Complaints Appendix B – Children’s Social Care Complaints Appendix C - Complaints Root Cause Summary & Improvement Actions by Department
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Thomas Cattermole Head of Executive and Member Services 0208 937 5446 Mariza Barros Complaints and FOI Manager 0208 937 1381

1.0 Purpose of the Report

- 1.1 This annual report sets out complaints performance in Brent for the period April 2018 to March 2019 and focuses on the nature of complaints and the learning and improvements from complaints and Ombudsmen (Local Government and Social Care Ombudsman / Housing Ombudsman) cases.
- 1.2 Complaints concerning Adult Social Care and Children’s Social Care come under separate statutory complaint procedures and separate summary reports have been provided in **Appendices A and B** respectively.
- 1.3 A summary of the root causes of all Stage 1 complaints and improvement actions by Council departments in 2018/19 is provided in **Appendix C**.

2.0 Recommendation(s)

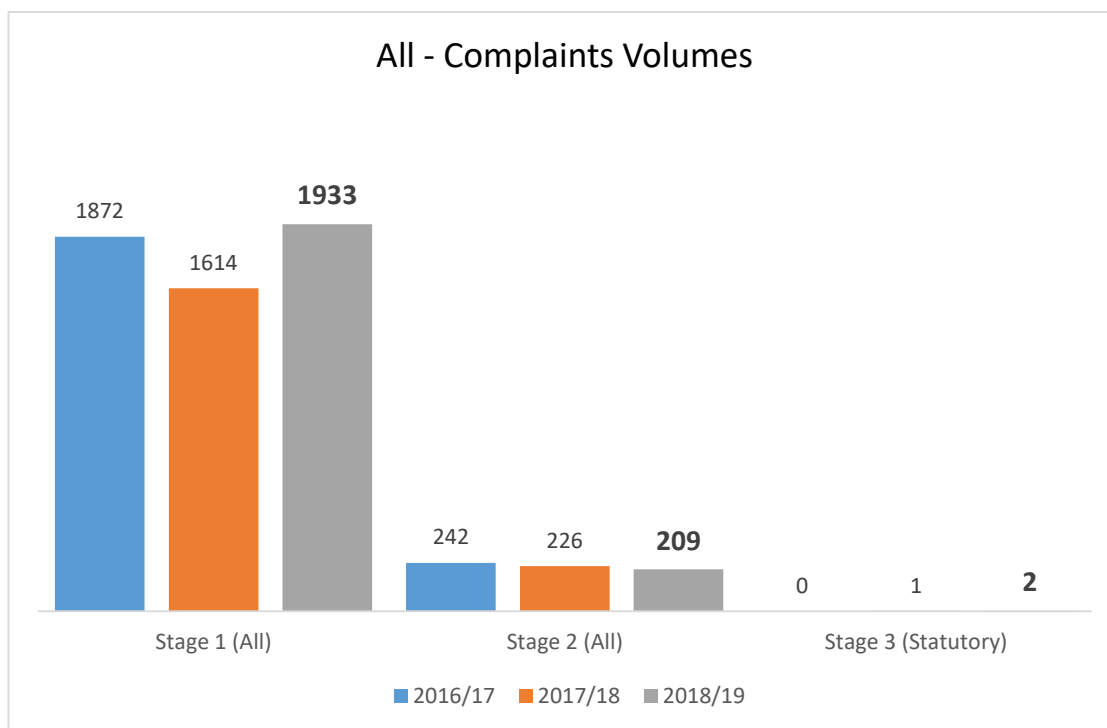
- 2.1 Cabinet is asked to note Brent's performance in managing and resolving complaints.

3.0 Detail

- 3.1 The Council operates a two stage corporate complaints process, two part Adult statutory complaints process and a three stage Children's statutory complaints process.
- 3.2 The complaints data and information provided in this report is based on information recorded on iCasework, the Council's complaints system.
- 3.3 The key headlines from complaints performance in 2018/19 are as follows:
- All Brent Stage 1 complaints (corporate & statutory) have increased by 20% (↑)
 - All Brent Stage 2 complaints (corporate & statutory) have decreased by 8% (↓)
 - 64% of Brent Council complaints were categorised as 'service failure' in 2018/19, compared with 59% in the previous year (↑)
 - There were 23 LGO cases upheld against Brent in 2018/19, compared with 21 cases in 2017/18 (↑)
 - The total amount of compensation paid by Brent decreased by 17% in 2018/19 compared with the previous year – c£61.3k (↓)
 - The total number of cases awarded compensation increased by 4% compared with the previous year – 141 cases (↑).

Volume of Complaints

- 3.4 The chart below shows the volume of corporate and statutory complaints received at Stage 1, Stage 2 and Stage 3 over the past 3 years. The key points to note are that:
- In 2018/19 Brent received 1,933 Stage 1 complaints (corporate and statutory). This has increased by 20% compared to the previous year and by 3% compared with 2016/17.
 - The increase of 319 cases is mainly due to an increase in stage 1 cases in the Resources department (164 cases) and in the Regeneration & Environment department (103 cases) compared to last year.
 - Stage 2 complaints (corporate & statutory) decreased by 8% to 209 cases during 2018/19 compared with the previous year.



Root Cause of Complaints

- 3.5 Departmental analysis of the root causes of complaints in 2018/19 and improvement actions is provided in Appendix C.
- 3.6 Overall, the **top 3 specific root causes of complaints** in Brent concerned **Parking (10%), Housing Repairs (9%), and Housing Customer Care (9%)**:

Parking

- The majority of the complaints received in relation to parking were from motorists who had already been through the statutory process for challenging Penalty Charge Notices (PCNs) and were dissatisfied with the outcome. In addition, a small number of motorists chose not to progress their appeal through the statutory procedure and instead paid the PCN and then logged a formal complaint in the hope of securing a refund.
- A new enforcement software system was introduced in July 2018, which initially had some technical issues; this generated complaints relating to permits, PCNs and website integration. One specific technical issue resulted in duplicate letters being sent to motorists, prompting an increase in complaints during that period. All these issues have since been rectified.
- Other parking related issues escalated to stage 2 involved complaints regarding the enforcement of foreign vehicles, a vehicle towed away and not released in a timely manner, administrative errors in correspondence, and cases where statutory notices were not received by the complainant due to their failure to update their address details with the DVLA.
- The Parking service continually reviews its enforcement plan to improve the service to the residents of Brent. They do this by targeting hotspots and providing clear instructions to the parking contractor to ensure signage is compliant.

Housing Repairs

- Housing Management Property Services receive a large number of complaints due to the nature and volume of work the service provides. Repair issues can sometimes be delayed for reasons outside of the control of the contractor, such as weather conditions and other mitigating circumstances.
- The complexity of repairs and determining the cause can also delay in resolving the problem. Delays in resolving leaks, especially when they originate from adjacent properties, remains a prominent theme. The early part of 2018/2019 also saw the tail end of complaints relating to scaffold management. However, this trend has not continued, which indicates the new scaffold management measures have been effective.
- There were a number of 2018/2019 final review complaints where tenants' requests to be decanted while repairs were undertaken were not processed as effectively as they should have been.
- The service is working closely with its contractor and its surveyors to improve the service provided to its tenants and leaseholders.
- Customer service training was rolled out for Housing Management Property service staff from October 2018 and a new IT system was installed in February 2019.
- Housing Management Property Services has introduced a new operational strategy to improve customer satisfaction which includes:
 - Training to diagnose repairs more accurately at source
 - Contact Centre trained in managing demand and resource
 - Making 400 appointments for repairs a week
 - 90% of repairs completed within two weeks of telephone call

Housing Customer Care

- There was a high level of customer care complaints related to interactions with customers, provision of information and attitude of staff in the Housing Management Service.
- The service is presently reviewing customer feedback and complaints with a view to improving efficiencies and streamlining processes.
- The roll out of the Customer Portal will enable residents to access services in a more convenient way, together with tracking progress and status updates. The service is also undergoing the final phase of its Customer Relationship Management (CRM) system which will help frontline teams to effectively allocate and monitor service demands.

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

LGO Volumes & Outcomes

- 3.7 There were 134 enquiries and complaints referred to the Ombudsman in 2018/19. The LGO made decisions on all 134 cases received, however only 29 cases required a detailed investigation, 23 cases of which were upheld and 6 cases not upheld.
- 3.8 Categories of cases not taken up for investigation include: 'advice given' 'referred back for local resolution'; 'incomplete or invalid'; and 'closed after initial enquiries'.
- 3.9 The overall number of complaints referred to the Ombudsman was lower for 2018/19 when compared to both 2016/17 and 2017/18. However, the number of complaints which were upheld by the Ombudsman against the Council has increased. The table below shows a 3-year comparison of LGO outcomes of Brent Council cases:

Year	LGO Outcomes						Total
	Not upheld	Upheld	Advice given	Referred back for local resolution	Invalid or incomplete	Closed after initial enquiries	
2016 - 2017	8	17	5	84	4	43	161
2017 - 2018	12	21	5	77	6	41	162
2018 - 2019	6	23	8	53	7	37	134

- 3.10 Brent in 2018/19 compared to the other 33 London boroughs:
- 11th highest in number of referrals to the LGO
 - 18th highest in number of detailed investigations undertaken
 - 11th highest in number of LGO upheld cases
 - Brent and Bromley had joint 2nd highest LGO uphold rate (79%) in 2018/19, whilst Greenwich Council had the highest uphold rate at 82%.

LGO Upheld Cases

- 3.11 There were 23 cases upheld against Brent in 2018/19 in the following services:
- Adult Care Services – 10 (including Blue Badge, Freedom Pass)
 - Housing - 7
 - Highways – 5
 - Education & Children Services – 1

- 3.12 Of the 23 cases which were upheld for 2018/19, the Council had already offered a satisfactory resolution to the complaint before it reached the Ombudsman on 9 occasions. This equates to 39% of the total upheld cases and is above the London average of 11%.
- 3.13 A brief summary of the cases upheld by the LGSCO for each area has been provided below. The Council categorises complaints about parking under the Regeneration and Environment department. Parking and Lighting and Highways are classified as two separate services within the department. Blue Badge and Freedom Pass complaints are categorised under Brent Customer Services rather than the Adult Social Care department. For the purposes of this report the categorisation of complaints by the LGSCO has been followed.

Adult Care Services (including Blue Badge, Freedom Pass)

- 3.14 The majority of upheld complaints centred on the administration of social care packages and care assessments. There was also a number of cases of maladministration in relation to decisions on whether or not to provide Blue Badges/Freedom Passes. Concerns were raised on communication with residents, record keeping and the Council not being proactive in certain situations to avoid complaints escalating.

Housing

- 3.15 Due to the remit of the Housing Ombudsman to tackle most Housing Management related matters, the majority of the upheld complaints focused on issues with housing needs and issues arising within the housing allocations process. There were two significant cases where the Council was at fault for two homeless residents being placed in unsuitable accommodation for lengthy periods. These two cases were awarded £1,000 and £1,700 in compensation respectively.

Highways

- 3.16 The upheld Highways complaints centred exclusively on maladministration of the issuance of Parking Charge Notices (PCNs). Concerns were also raised over a lack of responsiveness to representations from residents. The majority of cases were not investigated further by the Ombudsman after the Council had acknowledged fault and cancelled the PCN in question.

Education and Children's

- 3.17 The only Education and Children's complaint related to the maladministration of a child and family assessment carried out by the Council.

LGO Compensation

- 3.18 In 2018/19 the Council paid out £3,600 within the corporate complaints process. The Ombudsman awarded an additional £3,150 in compensation stemming from five cases (three in relation to Adult Social Care, two in relation to Housing Options). The LGO compensation figure is significantly less than 2017/18

where £23,993 was awarded over 8 cases (there were two significant payments of £13k and £6k which contributed to this high figure last year).

Housing Ombudsman (HO) Decision & Learning Points

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

Year	Total Cases Decided	Upheld	Not Upheld
2016 - 2017	13	5	8
2017 - 2018	20	6	14
2018 - 2019	13	6	7

- 3.20 The Housing Ombudsman decided on 13 cases, of these, six cases were upheld in 2018/19, an uphold rate of 46%. Although this is a 16%-point increase compared to 2017/18, the amount of cases upheld totalled 6 cases in both periods. The Council has in fact had a 35% reduction in the number of cases decided by the Housing Ombudsman. Of the 7 cases 'Not Upheld', 2 were not upheld due to being either outside the Housing Ombudsman jurisdiction or closed after initial enquiries. A short description of the 'Upheld' cases has been provided below:

Complaint 1

- 3.21 A complaint regarding Housing Management (formerly BHP) and the issuing of invoices to leaseholders. The Housing Ombudsman recommended that the landlord review the way that it issues invoices to leaseholders to ensure that they clearly explain the basis of the charges. £100 compensation was awarded for the stress and inconvenience arising from the landlord's service failures.

Complaint 2

- 3.22 A complaint was raised because the tenant was unhappy that they had not been decanted whilst works at the property were outstanding. The complainant was also unhappy with the amount of compensation offered by the landlord. £600 was awarded by the Housing Ombudsman due to the Council's failure to consider carrying out a decant assessment, distress and inconvenience caused by the delay in carrying out the repair and not keeping the complainant updated whilst the works were outstanding.

Complaint 3

- 3.23 A complaint concerning inaccuracies contained in a survey report and the completion of works required to the property after the survey. Issues were also raised about the handling of the planned programme of works and the replacement of damaged and lost items occurring during the planned works.

The Housing Ombudsman agreed with the Council's offer of redress in regards to the survey inaccuracies, the works carried out after the survey and also with the handling of the planned programme works. However, it found failure by the Council in relation to the replacement of damaged and lost items occurring from the works. The Housing Ombudsman advised that the Council should arrange for the replacement of the damaged or lost items. The Council decided to pay for the items rather than it being an Ombudsman order.

Complaint 4

- 3.24 A complaint concerning the way in which the Council responded to allegations of noise nuisance from a neighbouring property. The Housing Ombudsman requested £750 to be paid to the complainant due to maladministration and requested the Council to write to the complainant with an update of its actions.

Complaint 5

- 3.25 A complaint about the heating to a sensory room which the Council had provided for a family member with disabilities. The Housing Ombudsman found there was *service failure* by the landlord in respect of the management of the complaint. The Council was ordered to pay £200 for its poor communication in relation to the matter.

Complaint 6

- 3.26 A complaint about the compensation offered by the landlord following cyclical works at the property. The Council was instructed to apologise about the length of time taken to complete the works, pay £100 compensation for inconvenience and advise on how to make an insurance claim.

Compensation

- 3.27 The table below shows the total amount of compensation paid in Brent at all stages of the corporate and statutory process, including Ombudsmen cases. In 2018/19, the total amount of compensation paid by Brent decreased by 17% on last year and a 21% decrease compared to 2016/17. However, the total number of cases awarded compensation increased by 4% compared with 2017/18.

Year	All Brent		
	Cases	Total Comp.	Avg / Case
2016-17	204	£77,602	£380
2017-18	135	£73,794	£547
2018-19	141	£61,257	£434

Complaints Outcomes

- 3.28 The percentage of cases upheld or partly upheld throughout stages one and two of the statutory and corporate complaints process is shown in the table below. There has been a slight decrease in the uphold rate for corporate cases

in 2018/19 compared to last year. The proportion of statutory cases upheld/ partly upheld has increased by 6% at stage 1 and 12% at stage 2.

Year	Brent - % of Cases Upheld or Partly Upheld			
	Stage 1 - Corporate	Stage 1 - Statutory	Stage 2 - Corporate	Stage 2 - Statutory
2016-17	54%	49%	38%	61%
2017-18	50%	39%	40%	48%
2018-19	47%	46%	39%	60%

Timeliness of Complaints

- 3.29 The table below shows the percentage of complaints closed on time. The overall timeliness of complaints has improved in Stage 1 corporate and statutory cases. Stage 2 corporate complaints performance has also improved and by 6% points compared to 2017/18. Timeliness performance for Stage 2 statutory complaints has dropped compared to the previous two years. The Complaints Service team is continuing to work with departments to improve complaints performance and improve the Stage 2 statutory process which involves appointing an Independent Person and Investigating Officer to carry out an independent investigation.

Year	Brent - % of Cases Closed on Time			
	Stage 1 - Corporate	Stage 1 - Statutory	Stage 2 - Corporate	Stage 2 - Statutory
2016-17	95%	89%	82%	52%
2017-18	90%	88%	81%	59%
2018-19	94%	90%	87%	47%

Improvements Resulting from Complaint Investigations

- 3.30 Service-specific improvements resulting from the learning from complaints have been highlighted in Appendix C.

Compliments

- 3.31 There were 95 compliments recorded on the Council's case management system in 2018/19. This is a drop of 31 compliments compared with 126 compliments logged in 2017/18. Managers and staff have been encouraged to log their compliments on iCasework so it is reflective of all the compliments that are received.

4.0 Financial Implications

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

5.0 Legal Implications

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

6.0 Equality Implications

- 6.1 None

7.0 Consultation with Ward Members and Stakeholders

- 7.1 None

8.0 Human Resources/Property Implications (if appropriate)

- 8.1 None

Report sign off:

PETER GADSDON
Assistant Chief Executive

Complaints Annual Report 2018 – 2019

Appendix A – Adult Social Care Statutory Complaints

1. Summary

- 1.1 This report provides an overview of complaints made about Adult Social Care (ASC) during 2018 – 2019, as required under The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009, the Health and Social Care Community Health & Standards Act 2003 and the Local Authority Social Services Complaints (England) Regulations 2006.

2. Statutory Complaints Process

- 2.1 The Department of Health defines a complaint as, *“an expression of dissatisfaction or disquiet about the actions, decisions or apparent failings of a Council’s adult social care provision which requires a response”*.
- 2.2 Anyone who has received a service, is currently receiving a service or is seeking a service from us can make a complaint. This includes anyone affected by decisions we make about social care, including a service provided by an external provider acting on behalf of the Council. In such a case they can complain directly to the provider or to us. External providers are required to have their own complaints procedures and must comply with them. They are also required to share information on complaints and outcomes with the Council.
- 2.3 There is only one stage in this statutory process which the Council has interpreted as a provisional response and a then final decision. All complaints made to the Council are logged and acknowledged. The Council will try to resolve the provisional complaint as soon as possible, and within 25 working days. If delays are anticipated, the complainant is consulted and informed appropriately. All responses, whether or not a timescale has been agreed with the complainant, must be completed within six months of receiving the complaint.
- 2.4 All complaints are signed off by the Head of Service and complainants are given the opportunity to have their complaint reviewed by the Strategic Director, Community Wellbeing or the Operational Director, Adult Social Care. In some cases, some complaints may need to be passed on to the Safeguarding leads as appropriate, where the complaints process may be suspended in order to allow the safeguarding process to be completed. In cases where the complaint is across several organisations, one organisation will act as the lead and co-ordinate a joint response to the complainant. The final complaint response must set out the Council’s standard paragraph advising of their right to approach the Local Government & Social Care Ombudsman (LGSCO) should the complainant remain dissatisfied.

3. Headlines

- 3.1 The main headlines from ASC complaints performance are:
- 101 complaints received at the initial stage in 2018/19 an increase of 37% on 2017/18.

- Highest volume service areas for first stage complaints – Complex Care 37%, Urgent Care 41%, Partnership and Integration 11%
- 45% of Stage 1 cases were upheld or partly upheld.
- 96% of Stage 1 complaints were responded to on time.

4. ASC Service Users

- 4.1 In order to put the complaints into some context, ASC received 3,958 contacts from individuals including contacts made through Brent Customer Services (BCS) and the Duty Team. ASC assessed 2,440 service users for homecare services and 923 were assessed for residential / nursing services. There were 2,515 individuals who received section 5 hospital discharge assessments. This means that 1.2% of ASC service users or someone acting on their behalf raised a complaint about a service that they had received in 2018-19.

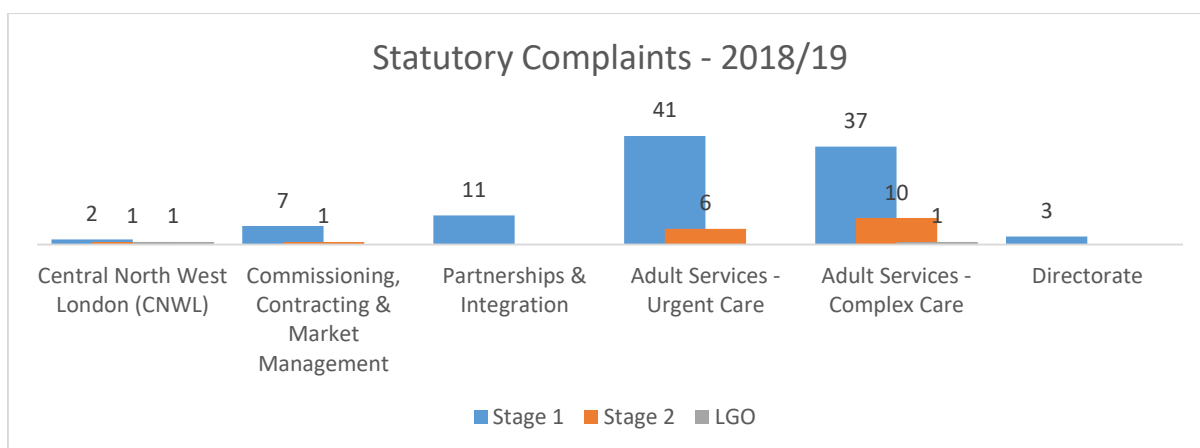
5. Complaints Received

- 5.1 ASC received 101 Statutory Complaints in 2018/19. Over the preceding five years, statutory complaints for ASC have been fairly consistent in the numbers received, however this year has seen an increase in statutory complaints of 48%.
- 5.2 Statutory complaints centre around the Care Act and largely relate to a service users' care needs assessment or provision of social care needs either through, homecare services or residential care. The main areas where ASC have seen increases in complaints is Urgent Care and Partnerships and Integration.
- **Complex Care:** received 37% of all statutory complaints made to ASC which is 12% down compared to last year, although there was an increase in numbers on the previous year. This team handles the more complex support cases and annual reviews and are expected to manage the realistic expectations of the families and service users in regards to the package of care they are entitled to. The complaints that the team receives relate to disagreements with the decisions around care packages / assessments, delays in receiving an assessment or Occupational Therapy assessments and complaints concerning communication from social workers. The service users and their families may have a higher expectation of the services the Council is actually able to provide. The Council also has to consider value for money, as well as the needs of the service user when it is providing services. These are complex and sensitive matters and can lead to disputes between the parties.
 - **Commissioning Contracting and Market Management:** this team manages the contracts for residential nursing homes, homecare providers and supported living. There is a perception that the Council receives a lot of complaints about its home care providers, however this is not borne out in the statistics. There were 7 cases received in 2018/19, which accounts for 7% of the overall complaints received for ASC. This is a decrease of one on the preceding year. The Council does a lot of work with its home care providers in order to resolve any problems at the first point of contact. The majority of concerns received are reported directly to the home care provider and resolved by them. Concerns can also be raised directly with the commissioning team who will resolve such matters with the provider. service users are also made aware of the Council's complaints process if they wish their concerns to be investigated by the Council. The Commissioning

team covers Direct Payment, Residential Care and Home Care including invoicing with the Client Affairs Team and Supported Living team. The majority of complaints received concerned the provision of and billing for home care they receive. Complaints concerning invoicing for work that has not been provided, for example when a service user has been admitted to hospital and the service has been suspended. At present the Council's data systems do not share information, so when an invoice is sent, unless a physical adjustment has been made, it will charge for the amount of hours that we expect to provide rather than the actual hours worked.

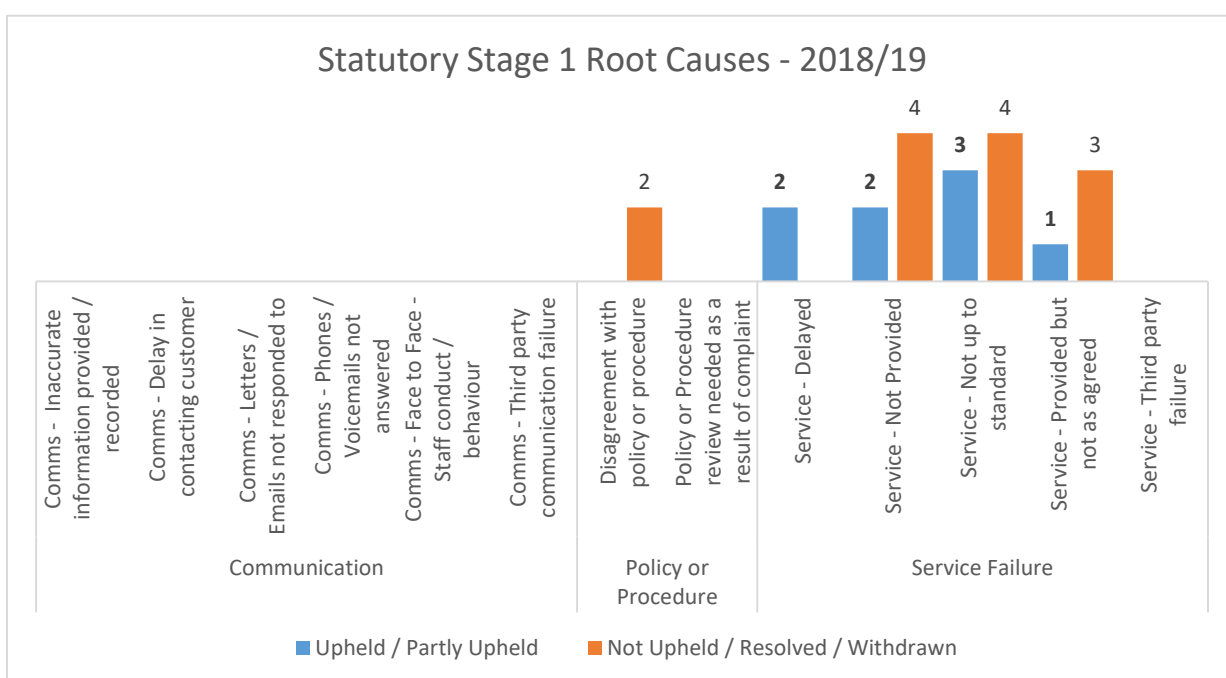
- ***Urgent Care:*** includes Duty Team, Safeguarding and Hospital Discharge teams and accounted for 41% of all complaints received by ASC. This is a 86% increase on complaints received in 2017/18, and the number of statutory complaints for this team has nearly doubled, rising from 22 to 41. The largest area receiving complaints was the Duty Team which received 19 complaints concerning delays where the complainant had been placed on the waiting list for receiving a care needs or OT assessment, and in some instances were unhappy with the approach of the officer dealing with their case. The Hospital Discharge Team received 15 complaints which concerned the discharge of service users from hospitals. The nature of complaints was around communication / feedback, disagreement / delays in packages of care being put in place (home care) and delays in being assessed for the home or placing patients in a residential setting, and co-ordination with the NHS. Complaints received for the Safeguarding team related to the difficulties in managing the expectations of families who are often in dispute with each other over the financial / welfare of the service user.
- ***Partnerships & Integration:*** This team manages our Direct Services such as the John Billam Resource Centre and the Council's partnerships with the NHS Reablement and Mental Health team. This team accounted for 11% of the complaints received for ASC which is an increase of 5% on 2017/18. The majority of these complaints concerned mental health services with issues around the withdrawal of section 117 funding for care and general support provided to service users.

- 5.3 There is a general trend in all areas around communication, whether it be regarding communicating a decision made or explaining the position at that point in time.
- 5.4 Of all the complaints received, 65% came to the Complaint Service Team, the main line of communication being email at 48% and 35% through the self-service portal. The ASC Complaint Legislation informs the Council that complaints should be received by any means, and in the discussions we have had with various disability groups, they have highlighted that access to the ASC complaints process should be easy for all and that not everyone has or is capable of accessing the self-service portal.
- 5.5 The chart below shows the number of ASC statutory complaints received in 2018/19. Of the 101 statutory complaints received, 18 were escalated to the final review stage and 2 to the LGSCO. This is to be expected with the increase in complaints. It is the more complex cases that tend to escalate.



- 5.6 The escalation rate for statutory complaints was 18% in 2018/19 compared to 22% the previous year. An overall decrease of 4%. Outcomes from these cases are discussed later in the report. ASC actively try to resolve problems or concerns; however, the more complex cases do escalate, hence the most of the stage 2 requests came from Urgent and Complex Care teams. The Complaints Service team continues to work with the ASC Operational Director and their management team to ensure complaints are proactively responded to. The Complaints Service team held four complaint training sessions for ASC managers and staff throughout the year and also attended team meetings to explain the complaint process and present complaint data and feedback.

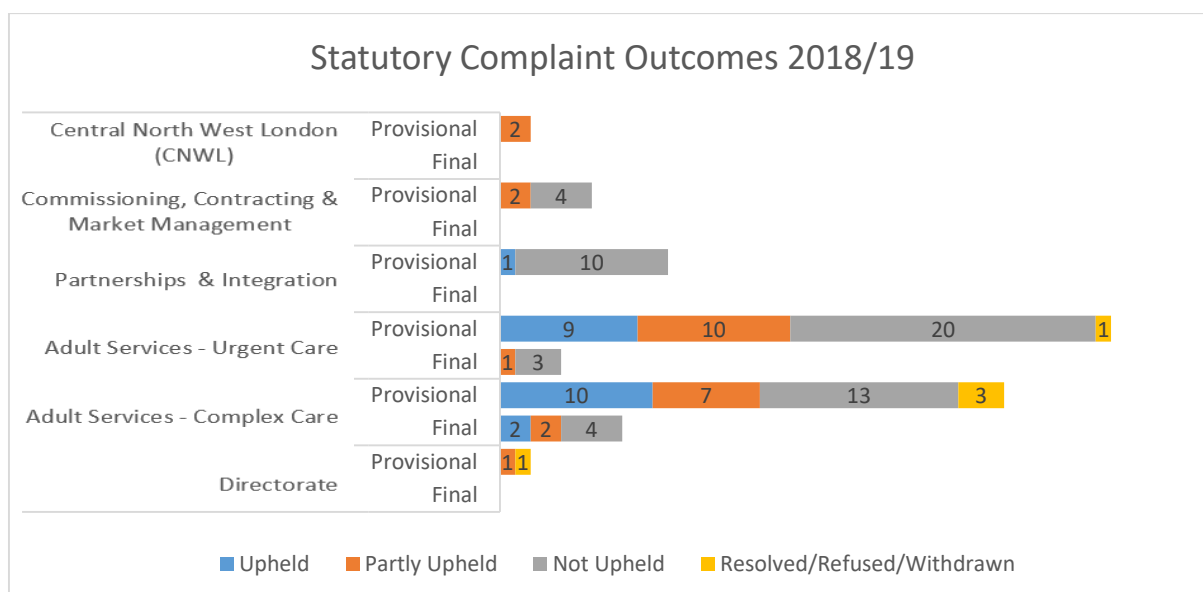
6. Nature / Reasons for Complaints



- 6.1 The recording of root causes has been poor and complaints about service failure accounted for 90% of those complaints where the nature of complaint has been recorded (19 out of 21 cases). Of these 19 cases, some fault was found in 58% of cases.
- 6.2 Where some fault was found, these concerned delays with providing service users with Care Needs Assessments or Occupational Therapy Assessments. ASC has had a waiting list for assessments for both services, although all new requests are assessed when received and if urgent are prioritised.

7. Complaint Outcomes

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

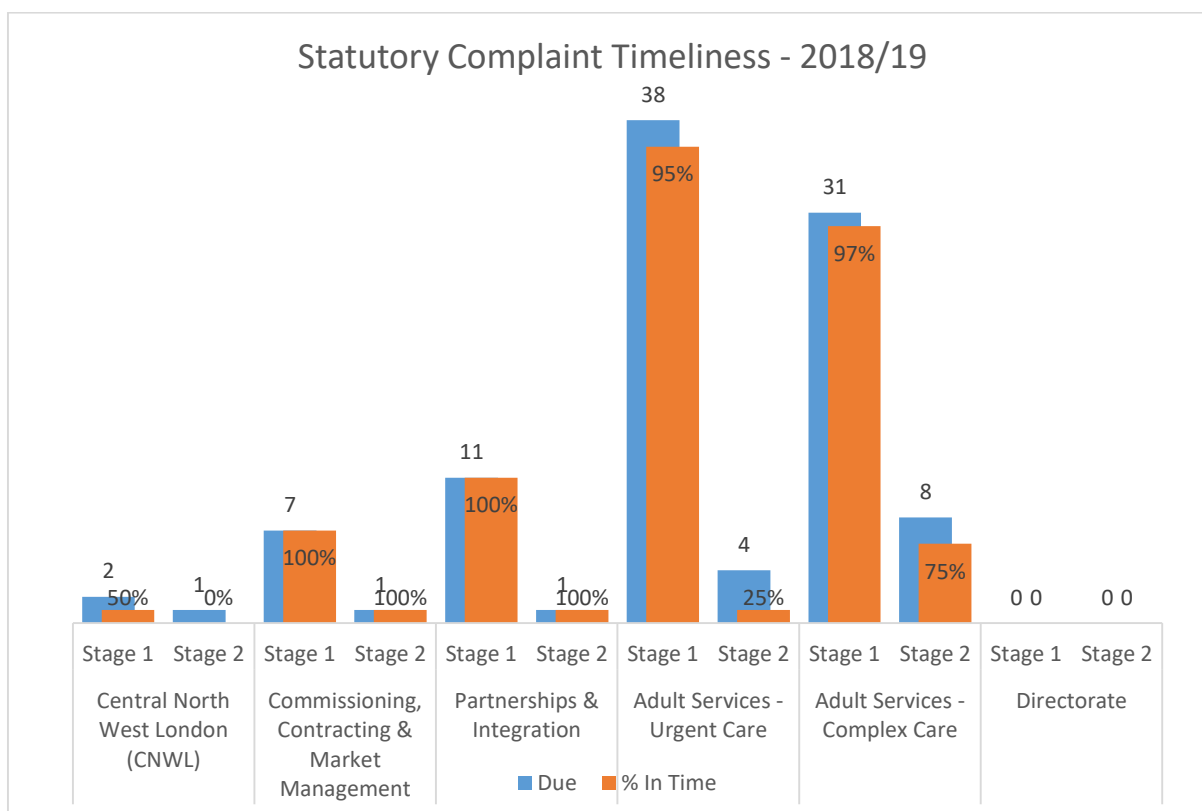


- 7.2 Complaints received at the first / provisional stage shows that some fault (upheld or partly upheld) by the Council was found in 45% of cases; this compares to 44% in 2017/18. The Council welcomes complaints from service users about the services we provide and outcomes from the complaints feed into service improvement and the transformation of services
- 7.3 At the final review stage some fault was found in 38% of cases, down from 39% in the previous year 2017/18. The number of final review complaints decreased by five to 13 from 2017/18, of which some fault was found in five of these cases.
- 7.4 The complaint escalation rate has decreased, although there was a significant increase in complaints received, more were resolved at the first stage.
- 7.5 Where complaints are complex and involve a number of teams, they tend to escalate to the final review stage. The complaint service team is working with ASC to review the accuracy and quality of the stage 1 responses, where they have escalated to the final stage, and will be reporting the findings to the ASC management team in order to implement strategies to reduce the number of escalations.
- 7.6 Although ASC has introduced an appeal service, numbers show that this is rarely used and the indication is that service users are still using the complaint process in order to argue their case to retain or improve their care package and protect their services. Service users should be encouraged to appeal decisions made.
- 7.7 The Complaints Service team continues to work with managers in ASC to ensure the quality of complaint investigation and responses provided to the complainant address all issues raised. The very nature of some of the complaints are complex and service users and their families will take their complaint through to the final stage.

7.8 Some service improvements identified at the Final Review stage have been included in point 14 Learning from Complaints.

8. Timeliness of Responses

8.1 The chart below shows Stage 1 complaint response times across the various ASC service areas in 2018/19:



8.2 ASC responded to 96% of all complaints within timescales, the same as the preceding year. In effect out of 89 complaints replied to, only 4 were slightly overdue and considering the complexity of some of the cases investigated, which may also require consultation with external partners, this rate is acceptable. Although this figure is below the Council's target of 100%, there has been considerable improvement over the last five years. There is a continued focus within the department to achieve the Council's target of 100%.

9. Compensation

ASC	Total	
	No of Cases	Amount
Stage 1 / Provisional	4	£350
Stage 2 / Final	2	£450
Ombudsman	2	£300
£ per Case	£138	£1,100

- 9.1 ASC paid a total of £1,100 in compensation for the year 2018/19, which comprised of eight cases and was £12,845 down on the preceding year. Two cases were paid compensation at the final review stage and the LGSCO also awarded compensation in two cases. These two cases amounted to £300 which highlighted that the LGSCO thought that although there was error on the part of the Council, they did not think that these were serious cases of maladministration. The Council follows the guidelines that are published by the Local Government Ombudsman.

10. Local Government Ombudsman Decisions in 2018/19

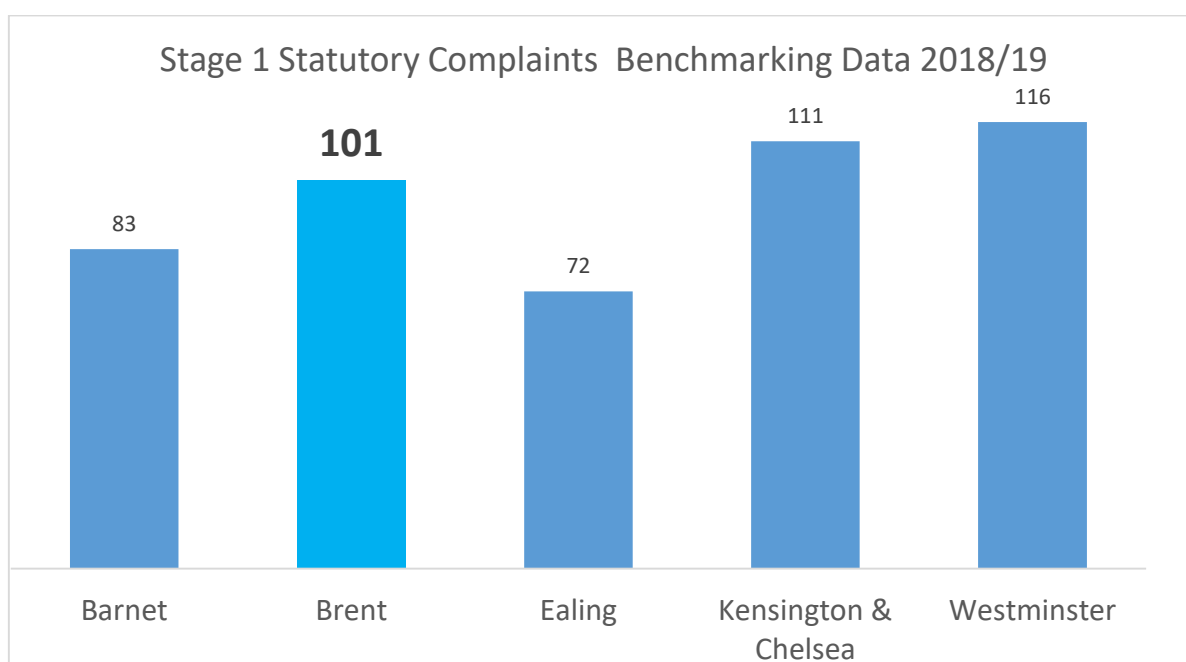
- 10.1 The Local Government & Social Care Ombudsman reviewed 31 cases for ASC, an increase from 27 cases in 2017/18. Of the decisions made, 12 cases were referred back to the Council as they had not completed our complaint process. A further 6 cases were closed after initial enquiries with no further action to be taken. Of the remaining 13 cases, 3 cases were 'not upheld' and 10 cases were 'upheld'. Of the 10 cases upheld, three concerned blue badges which the LGSCO classify as Adult Social Care, but in Brent are reported under the Resources Department and categorised differently, therefore these have not been included in this report. It is also worth noting that four of the seven cases that were upheld relate to the same family from whom we have received numerous complaints across the Council and have difficulty in managing their expectations. The cases which were upheld are detailed as follows:

- **Case 1:** The complaint revolved around the Council refusing to allow the complainant to continue to use their direct payments to employ their son as a carer because he lived at the same address. The complainant also complained that the Council had unreasonably sought repayment of direct payment monies intended for the employment of a second carer. The LGSCO decided that the Council was not at fault however, they stated the Council missed several opportunities to respond to the situation earlier.
- **Case 2:** The complaint referred to paying for a care service that was not being provided. During the LGSCO investigation further information became available about the home care provider. On reviewing the information, the Council suggested a remedy, which was accepted. Although the LGSCO agreed the remedy, they stated that the Council had failed to carry out proportionate and robust investigations at the time of the complaint to determine whether or not other service users had complained about the same provider.
- **Case 3:** The complaint was made following a hospital discharge. There was a delay in reviewing a care plan and sending carers to attend to the complainant. In addition to this, carers were often changed and they appeared to be untrained. The LGO stated that the Council should have reviewed the Care Plan prior to discharge from hospital, not a few days afterwards, and recommended we pay compensation of £200. The LGO went through every home care log sheet and found a number of missed calls. Although the care provider is responsible, we have ultimate responsibility as we purchased the package.
- **Case 4:** This case relates to Case 1 above. The complainant states that the Council failed to carry out a competent care assessment of their needs and failed to provide adequate support. The LGO requested an apology to be sent to the complainant for the Council's poor written communication.

- **Case 5:** This case relates to Case 1, regarding the same family and is about using their direct payments to employ a family member. In this instance, the LGO awarded £100 compensation in recognition of the unreasonably delayed final complaint response.
- **Case 6:** This case relates to Case 1 and the Council's failure to carry out competent assessment for the complainants' needs and to provide care and support in line with their assessed needs. The LGO agreed with the Council's outcome and corrective actions to prevent future failings to service users, but still decided to uphold the complaint.
- **Case 7:** This case relates to the Council's actions in taking recovery action against the complainant for their late father's unpaid care fees debt. It also concerns the level of fees he was charged between 2007 and 2010. The LGO decided not to investigate this complaint because the Council had made a reasonable offer to remedy the inappropriate recovery action. However, the case was still recorded as upheld.

11. Benchmarking

11.1 Brent Council belongs to the North West London Social Care Complaint managers group and the London wide group. The Council is currently benchmarking complaints against neighbouring Councils and has gathered some basic feedback on the volume of complaints received. The Council has requested more detailed information in order to compare data on all aspects of the complaints performance. When considering the volume of Stage 1 complaints received, Brent have received the third lowest amount of statutory Stage 1 complaints when compared to four of its neighbours who have agreed to share information. This however, is not necessarily the most reliable indication of performance. There are other factors to consider when interpreting the overall volume of complaints, such as demographic differences and population size. The Council records all complaints, appeals and service requests on one case management system to ensure that all contacts are captured.



12. Customer Feedback and Engagement

- 12.1 The majority of customer contact with the Complaints Service team is reactive in that the team responds to direct contact from customers and their representatives when they report a problem with a service. Through the initial contact, the team has managed with ASC managers, to resolve a number of complaints at the first point of contact e.g. delayed OT assessments / care assessments. Finding early resolutions to invoicing / billing queries that could have turned into more formal complaints. The team has conducted presentations to Disability Groups and Healthwatch. They have also attended meetings to introduce the ASC complaints procedure and provide advice on the ASC complaint processes.

13. Compliments

- 13.1 Customers and their representatives are encouraged to tell the Council if they are satisfied with their care or to highlight good service. People can send feedback to the Complaints Service team or ASC directly. In 2018/19, ASC and the Complaints Service team received 14 compliments about ASC. The Complaints Service team is working with ASC to ensure they capture all the compliments received by the service. Below are examples of compliments that staff in ASC have received:

- *LD Support Planning Team*

"I want to thank you for the amazing job you have done from start to finish. Space will not allow me to express my sincere thanks and gratitude, for all you have done not only for xxxx but also for me. You have made such a difference to our lives!

From the very first meeting you correctly assessed that xxxx's needs were not being met. I walked away from that review meeting having hope that things could change for the better with your involvement.

You have diligently and thoroughly worked effectively for xxxx. You listened, were non-judgemental, and ALWAYS explained procedure and the possible outcomes. You NEVER once gave us false hope only possible realistic outcomes. You were professional at all times and so personable with it. This made everything more tolerable and instilled confidence that you knew your job and what you were doing.

You got to know xxxx and me beyond the paper work, allowing us to be free and relaxed in your presence. I always felt you were empathetic to what we were going and had gone through, but that you also had a clear understanding of what we wanted for xxxx's life and future."

- *Commissioning, Community & Preventative Team*

"I just want to say a massive thank you for all your amazing work which helped us find a wonderful and safe new home for my dad.

We couldn't have done it without you! Your help and support is so appreciated!

Thank you very much!"

- *Complex Care Older Person / Physical Disability Team*

"I just wanted to say a big thank you for your help, advice and support in getting me some respite from caring for my mum. I had a lovely break and a good rest. I had sunshine which helped my back and leg pain. I think it did mum some good too They said She was well behaved, no problems. She came home looking refreshed."

I know it took us a long time but it was worth it in the end. I am looking forward to the next 2 weeks in the autumn.

Thank you once again and God Bless you."

14. Learning from Complaints

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

Customer Feedback - 'You Said'	Service Area Changes - 'We Did'
<ul style="list-style-type: none"> You told us that you were concerned about the way your complaint has been handled 	<ul style="list-style-type: none"> ASC have asked managers to discuss the learning points from the complaints handling process in team meetings. The Complaints Team Manager will also attend team meetings to highlight complaint handling generally.
<ul style="list-style-type: none"> You have told us that you were not aware of any changes to your parent's care needs 	<ul style="list-style-type: none"> ASC will ensure that for future care assessments, a member of the family is invited to attend. However if the individual being assessed doesn't want a member of family to be present, this will be respected.
<ul style="list-style-type: none"> You told us you had not received any notification of charges regarding a service user who did not have capacity 	<ul style="list-style-type: none"> ASC have reminded staff that records should prominently detail contact details for the person acting on the service user's behalf.
<ul style="list-style-type: none"> The LGSCO found fault with the monitoring of services provided by our home care provider 	<ul style="list-style-type: none"> ASC has reviewed the way that it monitors its home care provider. It now monitors providers on a schedule, but takes a risk based approach where there is intelligence to justify this. This could include complaints, feedback from CQC or safeguarding concerns, in which case it would increase the frequency of monitoring and carry out unannounced visits.

<ul style="list-style-type: none"> During an investigation we found that care home providers were having difficulty finding dental services for residents 	<ul style="list-style-type: none"> ASC to liaise with care home managers and NHS England to improve access to dental services.
<ul style="list-style-type: none"> The LGSCO found fault with the recording of Exception Requests for Direct Payments 	<ul style="list-style-type: none"> Managers and staff in ASC have been reminded to ensure that they record detailed decisions on case files.
<ul style="list-style-type: none"> Delays in ASC duty team with care needs and OT assessments. 	<ul style="list-style-type: none"> Reconfigured the Duty Team and provided clear targets. Training provided to managers and staff to triage referrals and avoid inappropriate referrals.
<ul style="list-style-type: none"> The Hospital Discharge Team you advised that there was a lack of communication/feedback. Delays in assessments and care being provided 	<ul style="list-style-type: none"> Reconfigured HDT and the number of staff at the different hospital sites. Better communication with Hospitals. Where possible patients have been discharged using Homefirst service. Commissioning are ensuring any request for a package of care is actioned on the same day Escalation procedure agreed with hospitals and CCG.

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Complaints Annual Report 2018 – 2019

Appendix B – Children’s Social Care Statutory Complaints

1. Summary

- 1.1 There are two types of complaint process followed by the Children & Young People (CYP) department. The Children Act 1989 Representation Procedure (England) Regulations 2006 for all complaints relating to actions taken under the Children Act (statutory complaints) and the Council’s corporate complaint process for all other complaints.
- 1.2 Children’s Social Care complaints have a statutory complaints procedure which requires an annual report to be produced. This report provides information about all statutory complaints made during the twelve months between 1 April 2018 and 31 March 2019 under the complaints and representations procedures established through the Local Authority Social Services Complaints (England) Regulations 2006, the Representations (Children) Regulations 2006.

2. Statutory Complaints Process

- 2.1 The Children’s Act 1989 Representation Procedure (England) Regulations 2006 has three stages:
 - **Stage 1: Local Resolution** – this is the most important stage of the complaint procedure. The heads of service and external contractors provide services on behalf of the Council and are expected to resolve as many complaints as possible at this initial point. The statutory social care complaints procedure requires complaints to be responded to within 10 working days; however, heads of service can apply to the Complaint Service Team for an extension of a further 10 working days where a complaint is considered complex or requires a number of external organisations to be consulted with.
 - **Stage 2: Independent Investigation** – this stage commences when the complainant is dissatisfied with the findings of the Stage 1. The Complaint Service Team will consider mediation as a complaint handling tool to resolve ongoing concerns at the end of the Stage 1 process, and before commencing the Stage 2 process. Stage 2 requires an investigation by an “Independent Investigator”, a person external to the service and usually independent of the Council. We also have to appoint an “Independent Person” who is independent of the Council and not related to any member or officer of the Council, and who represents the complainant in the process. The stage 2 investigation report is then adjudicated by an Operational Director. Stage 2 complaints falling within the statutory process must be dealt with in 25 working days but can be extended to 65 working days.
 - **Stage 3: Review Panel** – where complainants wish to continue with their complaint about statutory social service functions, the Council is required to establish a Complaint Review Panel. The Panel consists of three Independent Panellists who have no connection to the Council, the Chair is appointed by the Complaint Service Team. The Chair then consults with the team on the selection of the other two panel members. The Panel makes recommendations

through a panel report following which the Strategic Director for CYP will then adjudicate their decision on the complaint.

2.2 The guidance “Getting the best from Complaints” produced by the Department for Education and Skills (DfES) provides advice for local authorities on implementing the Children Act 1989 complaints procedure for children and young people and defines a complaint as: ***‘A complaint may be generally defined as an expression of dissatisfaction or disquiet in relation to an individual child or young person, which requires a response.’***

2.3 Complaints concerning Child Protection Conferences are dealt with under a separate complaint procedure

2.4 **Who Can Make a Complaint?**

Section 26(3) and section 24D of the Children Act, 1989 and section 3(1) of the Adoption and Children Act, 2002 require Councils to consider complaints made by:

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

2.5 The Council will accept complaints in any format, through contact with the Complaint Service Team, phone, on line complaint form, or in person.

3. **Headlines**

3.1 The main headlines from Children’s Social Care performance are:

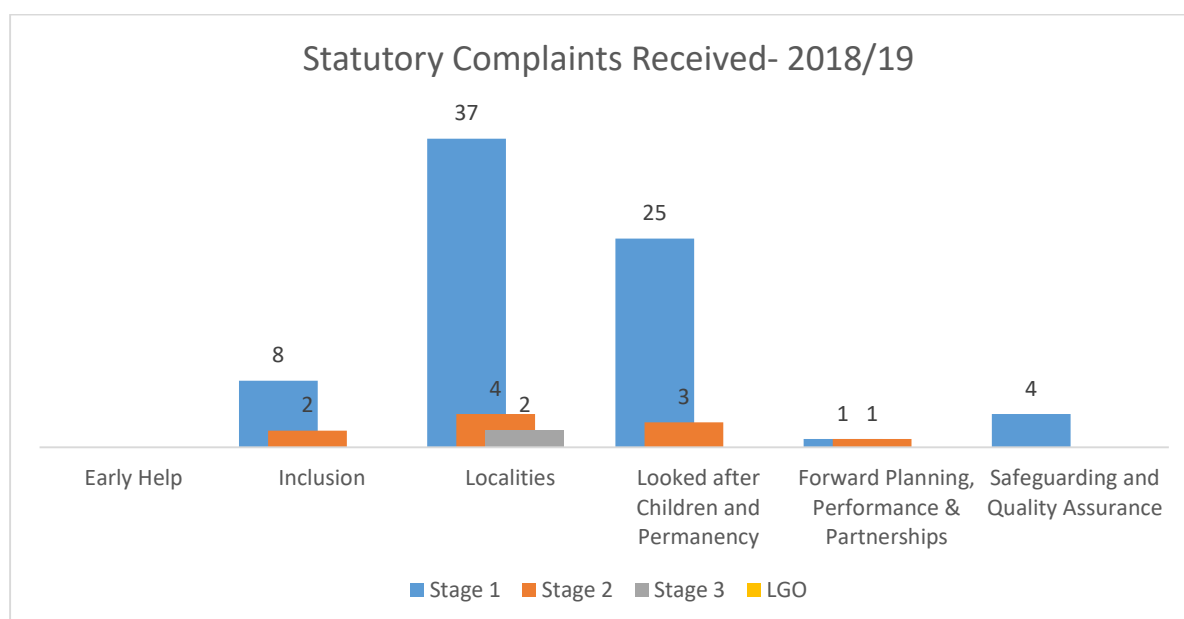
- Stage 1 statutory complaint numbers increased by 6%
- the service received 75 statutory stage 1 complaints
- there is a low 13% escalation rate to stage 2 for statutory complaints
- 84% of all statutory complaints were responded to within target in 2018/19 (compared with 80% on time in 2017/18)
- £13,368 was paid in compensation for the period 2018/19 on five cases, up from £500 paid in the previous year.

4. Children's Social Care Service Users

- 4.1 To put some context to the volume of complaints received in 2018/19, Children Social Care received 3,908 referrals and completed 3,874 Child & Family Assessments. As of 31 March 2019, the Council had 2,502 open children in need cases and 298 children were the subject of a child protection plan. There were 299 looked after children for the year and the Council had 351 care leavers aged 17-25 in receipt of services.

5. Complaints Received

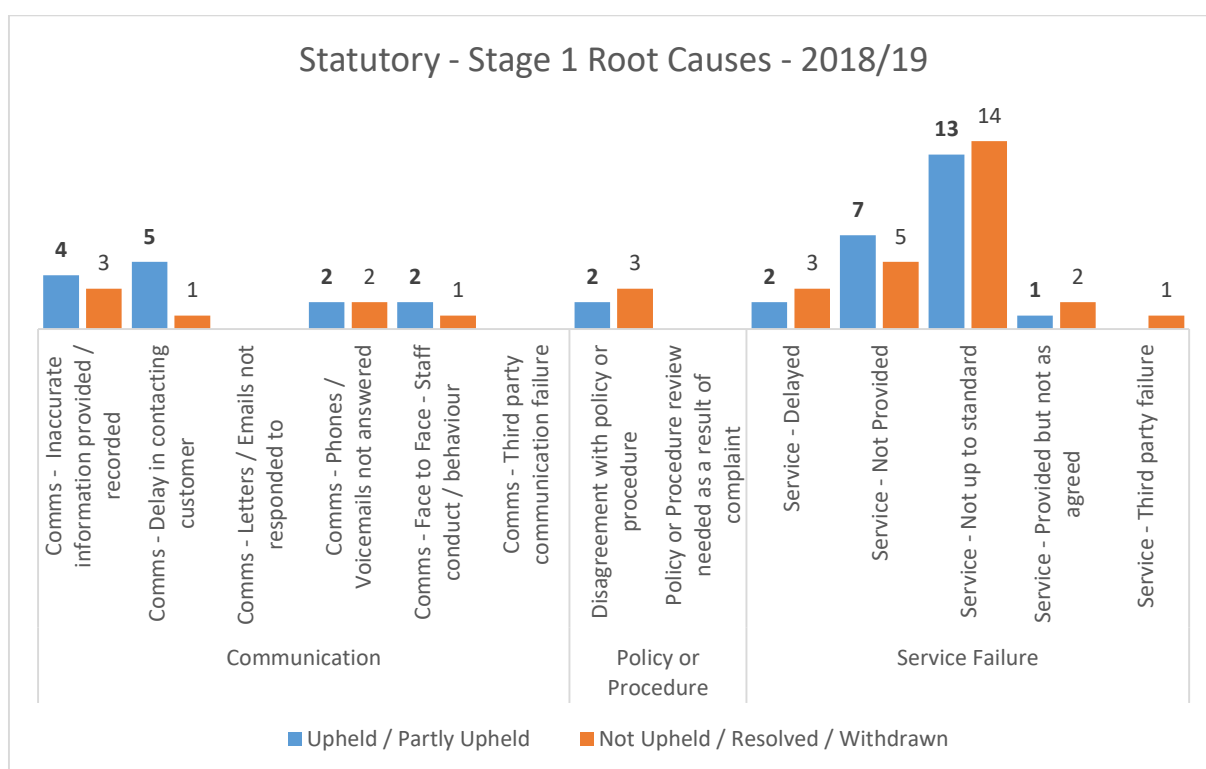
- 5.1 The chart below shows the number of statutory complaints received at Stage 1, Stage 2 and Stage 3 for 2018/19. There were no cases referred to the LGSCO.



- 5.2 A total of 75 statutory Stage 1 complaints were received in 2018/19. This is an increase of 6% on complaints received in 2017/18. The majority of complaints received fall within Localities and Looked after Children and Permanency.
- 5.3 The Council has limited information about the ages of complainants. Of the 75 statutory complaints received, age information is contained on 48% of cases, of which 5 complaints were received from the age range of 16-24. The Complaint Service Team is introducing measures to ensure that the ages of complainants are recorded.
- 5.4 The Council received 10 Stage 2 requests in 2018/19, which is an increase of 43% on the previous year, in which only 7 statutory Stage 2 complaint requests were received. The escalation rate to stage 2 in 2018/19 is 13%, this is a 3% increase in cases being escalated when compared to the previous year.
- 5.5 Under the Children's statutory procedure, a complainant has a right for their complaint to be heard by an Independent Review Panel at Stage 3. In 2018/19 the Council received two requests for Stage 3 panels, both concerned the accuracy of Child & Family Assessments. Of the two requests, one Stage 3 review panel was concluded in the year 2018/19. However, in both of the Stage 3 requests received, the complainants were insistent on escalating their complaint through the complaints process unless the Council agreed with their views.

6. Nature / Reasons for Complaints

- 6.1 The main reasons for complaints received in 2018/19 were: service not up to standard and failure to provide a service.
- 6.2 Children's Social Care has to intervene in the best interest of the child, however families will not always agree with the action that the Council has taken. As a result, they may choose to make a complaint about this and the staff providing the service. Similarly, the most common reasons for complaints against staff members are when parents disagree with a decision that has been made, or then allege general poor service. There has been an increasing number of complaints received from either of the partners in a separated family relationship. Most often this has been where the partners are disagreeing on the care the child or children are receiving by the other parent. Some feel that the Child and Family Assessment has not been completed in an impartial way and that Social Care has not communicated with them earlier.

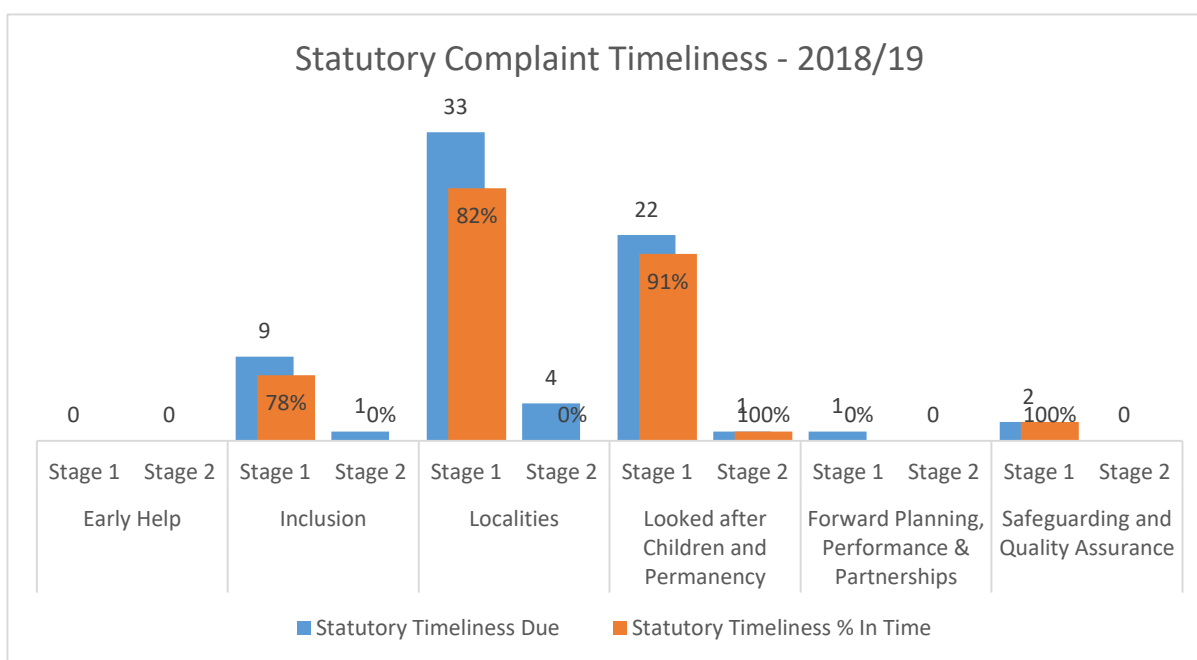


- 6.3 It is probably true to say that many of the Stage 1 complaints reflect the unhappiness of parents and carers about some of the decisions made by Social Care staff acting in the best interest of the child. Whilst the feelings and views of parents and carers about these decisions are often understandable, most of these complaints were not upheld.
- 6.4 Examples of the types of root causes of complaints that arise are listed below: -
- Alleged poor staff attitude*** - much of the work of Localities staff involves them taking actions in connection with highly sensitive child protection or child in need issues, which parents or carers disagree with. This has for example led to complaints concerning the alleged partiality of assessments.

- **Poor communication** - on completion of a Child and Family Assessment, Social Care had not kept all the interested parties up to date with the completed assessment.
- **Care Leavers** - in relation to care leavers, the main area of complaints was about leaving care and the main bulk about their entitlements and the support they had requested. This is evidence that young people are aware of their entitlements and that they can challenge decisions.

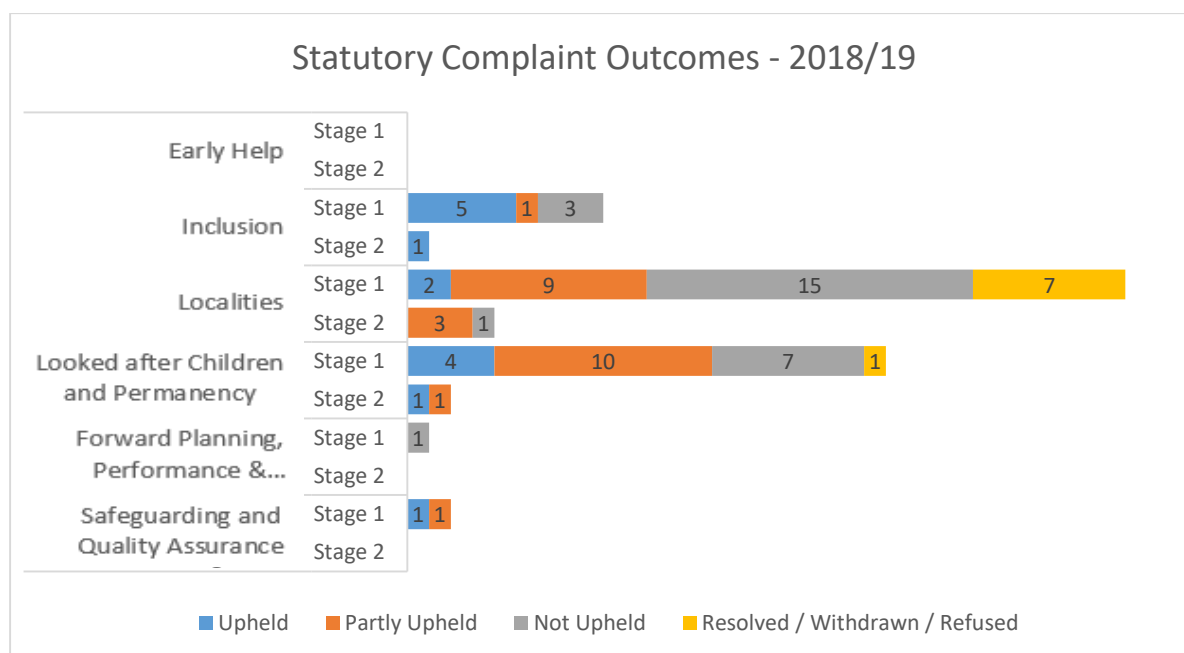
7. Timeliness of Responses

- 7.1 The chart below shows complaint response times by service area in 2018/19. The Council responded to 84% of all children's statutory complaints within the appropriate timescales. This is an increase in performance of 4% points on the previous year, but still below the Council's target of 100%. It is important to note that the statutory children's complaint legislation allows the Complaint Service Team to extend the target deadline by 10 working days in complex cases. A request for an extension is made to the Statutory Complaint Manager for any complaints that require more time to investigate. These should be identified at an early stage in the process, so that the complainant is supplied with sufficient notice of the delay.
- 7.2 Looked After Children and Permanency have the highest performance rate for responding to statutory complaints, 91% of complaints were responded to on time.



8. Complaint Outcomes

8.1 The chart below shows the outcomes of statutory complaints at Stage 1 and Stage 2 in 2018/19.



8.2 There were 67 cases decided at stage 1 during the year, and in 49% of Stage 1 complaints, the Council fully or partially upheld the complaint, which is a 1% increase on the previous year's rate. Service areas continue to show a willingness to admit errors or mistakes and to remedy concerns raised.

8.3 There were 8 cases which the service area managers and the Complaint Service Team were able to resolve following the initial approach to the Complaints Service Team. The team worked with managers in Localities and Looked after Children and Permanency to resolve the service users' concerns.

8.4 The Council closed 7 statutory stage 2 complaints during 2018/19. Some fault was found in 86% of cases (up from 71% previous year) and 14% of cases were not upheld.

8.5 Of the cases in which fault was identified at Stage 2, there was 1 case decided at Stage 3. The Panel agreed with the investigating officer's report and did not uphold the complaint. The complainant was always going to take this complaint through the complaint process as long as the Council disagreed with their complaint. Detailed below are cases where fault was found at Stage 2 and the learning points / service improvements that were identified. The Council wishes to learn from its complaints and improve the service it provides.

- In a number of cases, the complaint was concerned with the way the Council had completed the Child & Family Assessment and the inconsistencies of the social workers when completing the assessment. These cases concluded that the child and family assessments were incomplete and that clear notes should include details of information recorded on the assessments. The investigations also concluded that there were delays in sending assessments to the families and that communication could be clearer.

- A complaint concerned the way a social worker communicated with the complainant in dealing with the Council's intervention with the family. The complaint was partially upheld and staff were reminded of the Council's customer promise in relation to correspondence and communication with customers. Social workers are to endeavour to keep customers updated where possible.
- Another complaint concerned a young person who felt they should have been identified as a Child in Need or Looked After Child between 2009 – 2012, and that since this time the service had failed her. The complaint legislation states that there is only a need to look at events that have occurred in the last 12 months, but the Council has discretion to investigate cases where they may be concerned with the vulnerability of the young person, as in this case. The complaint was partially upheld as it was felt that the young person should have been classed as a qualifying child and the Council has discretion to assist. As a result, compensation was paid.

A number of Independent Investigations at stage 2 of the statutory complaint process has identified the need for further training on complaint handling at stage 1. The Complaint Service Team has attended a number of management team meetings to discuss complaint handling and has also offered a series of training courses around the investigation and responding to complaints.

9. Compensation

- 9.1 Children's Social Care paid out £13,368 in compensation in 2018/19 on five cases. This is an increase of £12,868 from 2017/18. There was a total of £13,000 paid out at Stage 2 which comprised of a payment of £9,500 to a complainant who was a qualifying young person who complained that they should have been a looked after child. The complaint went back to the period 2009 - 2012, but the Council used its discretion to investigate the complaint. The Council has a power under the 1989 Children Act (sections 24A (2)(3) and 24B) to assist qualifying young people with expenses associated with education and training. This is a discretionary power as opposed to a duty placed on the Council as a local authority. The Council determined that the young person qualified for assistance and as they had been in full time education, compensation was offered. A second award was for £200 for the delay in completing the stage 2 investigation. The third award of £3,300 was made where a Special Guardianship allowance had been incorrectly stopped by the Council, therefore the allowance was refunded and compensation was paid.

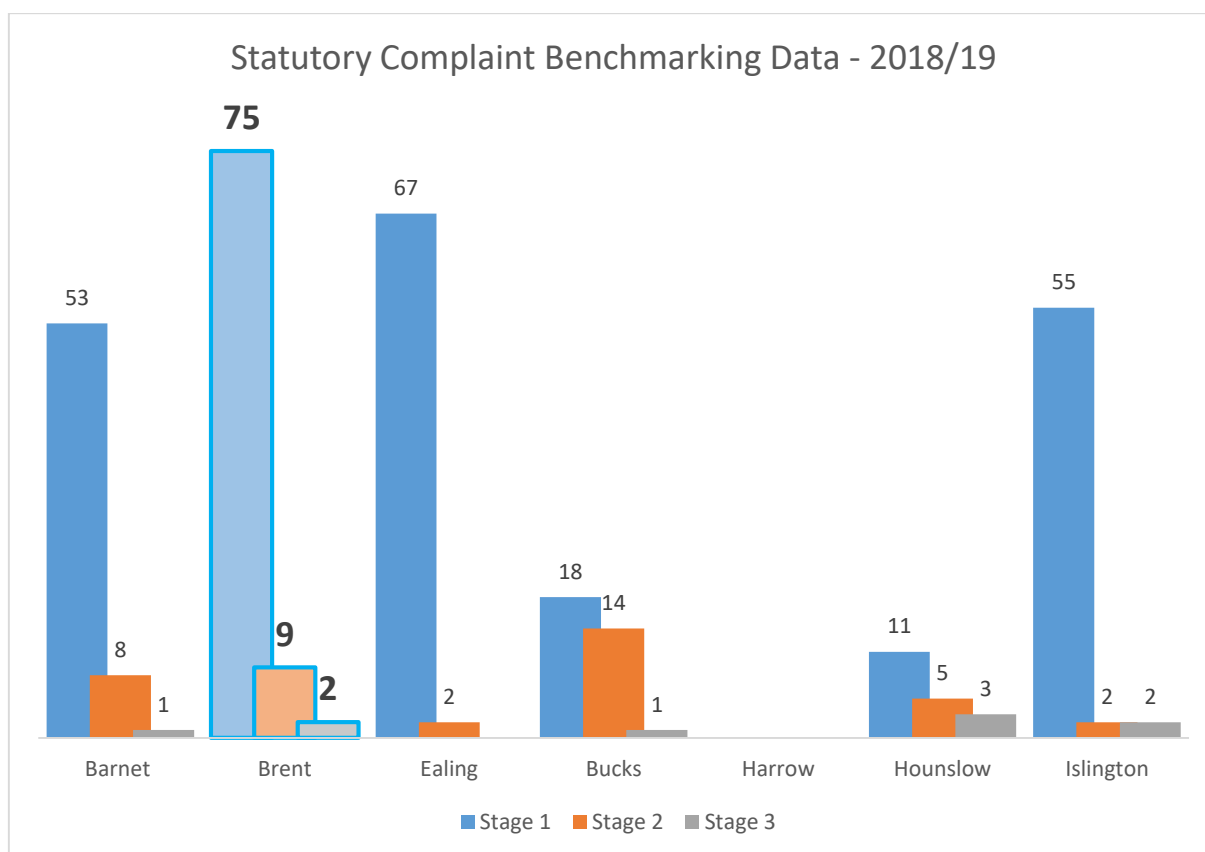
Children's Social Care	Total	
	No of Cases	Amount
Stage 1	2	£368
Stage 2	3	£13,000
Stage 3	0	£0
Ombudsman	0	£0
£ per Case	£2,674	

10. Local Government Ombudsman

- 10.1 The Local Government Ombudsman (LGO) made a decision on 1 Children's Social Care complaint. The complaint was upheld by the Ombudsman and supported the decision of the Stage 3 panel, where evidence of fault had been identified and remedied by the Council. The LGO agreed that the Council investigated the complaint correctly when it looked into concerns about the assessment process for a Child and Family Assessment. No further action was required.

11. Benchmarking

- 11.1 Brent Council belongs to the North West London Social Care Complaint managers group. The below chart shows the volume of complaints received in 2018/19 compared to five boroughs who were willing to share their data. Brent received the highest amount of Stage 1 statutory cases when compared to the other boroughs. It is important to note that although very high, the way different councils report and record complaints can vary considerably.
- 11.2 Brent Council record all Stage 1 complaints received including complaints which may have been resolved at first point of contact or withdrawn at a later stage. The Council received the second highest amount of Stage 2 complaints after Buckinghamshire Council. When compared to the amount of complaints received this is a relatively low escalation rate (12%) when compared with other boroughs who were willing to share their data. The Council received two Stage 3 complaints, the same as Islington Council, and at Ombudsman Stage the Council fared well with only one case upheld.



12. Learning from Complaints

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

Learning From Complaints	Service Improvements
The complaint concerned a Child and Family assessment carried out on a family who did not agree with the phrasing of aspects of the report	<ul style="list-style-type: none"> All staff were reminded that when completing Child and Family assessments, that they should pay more attention to identifying and recording family strengths
The complainant was unhappy with the quality and content of the complaint response	<ul style="list-style-type: none"> The Operational Director introduced a programme for reviewing all Stage 1 complaint responses within their area.
The complaint concerned the intervention by Social Care and the ongoing process and completion of the Child & Family Assessment	<ul style="list-style-type: none"> Staff were reminded to ensure that they work collaboratively with both parents The purpose of meetings is fully considered before these are agreed Launched a new practice framework that will help social work practitioners and other professionals to receive the right training to work more effectively with families. Alongside this Children's Social Care are continuing to embed an approach called 'Signs of Safety' with all staff – this aims to support and work with families in a collaborative way. The realignment of social work services to ensure caseloads are manageable and staff are able to receive 1-1 supervision of a higher quality

13. Compliments

- 13.1 Children's Social Care logged 13 compliments on the Council's complaints and compliments database. This is more than last year but lower than other councils that were benchmarked. However, this is not to say that the department does not receive more compliments that are not captured on the system. Managers are being encouraged to log any compliments. Below are examples of compliments received in 2018/19 regarding different services.

- **Early Help (Youth Offending Service)**

"I would like to bring to your attention the hard work and dedication that xxx showed towards her role and to ensuring that suitable provisions were in place for xxxx upon release. It was clear that xxx had developed excellent rapport with and an understanding of xxxx in the meetings. Her assessments on AssetPlus and the T1FR were the most detailed that I have received to date. The T1FR provided a range of community appointments covering a one-month period and in-depth licence conditions which provided xxx with a clear idea of what was expected of him and provided him with the opportunity to ask any questions that he had. xxxx showed a genuine interest in any concerns that xxx had and demonstrated empathy when trying to address a couple of issues/queries that xxx had."

- **Localities (West Locality Teams)**

"Express my approval of the degree to which the local authority has been supportive rather than punitive and efforts plainly successful to work in cooperation with the parents. Not easy particularly if there are parents who had their own difficulties and can come with suspicion of authorities, credit to LA being able to reassure, support and engage parents rather than alienate. Hope that continues. Don't want the order to upset the co-operating between parents and local authority"

- **Looked after Children and Permanency**

"I am writing to give my feedback on my personal advisor xxxx. These past few weeks have been very challenging but xxxx has supported me. She has given me emotional support, she has encouraged me and she has been there when I have needed her. xxxx goes the extra mile, she has taken time to get to know me, my needs and preferences. xxxx has worked hard to make sure I have what I need. She has been amazing assisting me with my housing and all my furniture. She has also assisted me with my business. xxxx has had my back and spoke on my behalf when I needed her to. She has guided me and advised me on personal issues. I am happy xxxx is my personal advisor, she has kept me in line and been strict when I needed her to be. I am very great full for all of xxxx hard work and advised."

Appendix C – 2018/19 Complaints Root Cause Summary & Improvement Actions by Department

Data caveat – The summary below is based on cause of complaints as recorded on iCasework for corporate and statutory cases closed in 19/20 with the root cause identified on the system. Each case can have multiple root causes (instances). The table below captures instances by Service.

Community Wellbeing Department - Housing Directorate (776 instances)

Root Cause	Actions
<p>Repairs – 191 instances; 137 upheld/partly upheld</p> <ul style="list-style-type: none"> • Delay in job completion/ jobs being raised – 75 • Service no up to standard/ as agreed – 31 • Service not provided – 18 • Poor communication - 17 • Unfinished works/repairs - 13 • Third party failure - 13 • Policy or procedure – 10 • Quality of workmanship – 8 • Appointments – 6 <p>Customer Care– 184 instances; 112 upheld/partly upheld</p> <ul style="list-style-type: none"> • Delay in contacting customer- 37 • Inaccurate information provided / recorded – 29 • Attitude - 22 • Third party communication failure – 22 • Poor communication – 22 • Service failure – 21 • Letters / Emails / Phones not answered - 20 • Incorrect Action – 6 • Other - 5 <p>Housing Options – 51 instances; 20 upheld/partly upheld</p> <ul style="list-style-type: none"> • Policy or procedure – 17 • Delay in processing application/ completing review – 12 • Communication – 9 	<p>HMS – Property Services</p> <ul style="list-style-type: none"> ▪ HMS - Property Services carries out over 30,000 repairs a year. ▪ The service has introduced the following measures to help improve service delivery: <ul style="list-style-type: none"> - Integrated Assessment Management Contact Improvement plan focused on rectifying service issues identified in customer satisfaction surveys; - Access policy covering access to council and leaseholder properties to fix leaks and other repairs; - Scaffolding protocol for all scaffolding contracts and weekly management of scaffolding arrangements (Wates ceased using two scaffolding sub-contractors because of poor performance). ▪ Customer service training rolled out for service staff from October 2018. ▪ New IT installed in February 2019 ▪ New operational strategy in place to improve customer satisfaction ▪ This includes: <ul style="list-style-type: none"> ▪ Training to diagnose repairs more accurately at source ▪ Contact centre trained in managing demand and resource ▪ Making 400 appointments for repairs a week ▪ 90% of repairs completed within two weeks of telephone call

Root Cause	Actions
<ul style="list-style-type: none"> • Service provided not up to standard/as agreed – 7 • Suitability of accommodation – 5 • Third party failure – 1 <p>Public Realm – 49 instances; 41 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service failure – 20 • Internal / External cleaning – 16 • Communal trees – 5 • Parking – 5 • Third party failure – 2 • Policy or procedure – 1 <p>Tenancy – 46 instances; 30 upheld/partly upheld</p> <ul style="list-style-type: none"> • Policy or procedure – 18 • Service not up to standard/ as agreed - 12 • Service not provided – 6 • Third party failure - 6 • Service delayed – 4 <p>TA Support – 39 instances; 14 upheld/partly upheld</p> <ul style="list-style-type: none"> • Suitability of TA - 20 • Length of time in B&B/TA - 8 • Officer conduct - 6 • Service not up to standard – 2 • Band Assessment – 1 • Policy or procedure – 1 • Service delayed - 1 <p>Private Housing Services – 39 instances; 12 upheld/partly upheld</p> <ul style="list-style-type: none"> • Enforcement – 18 • Service failure – 9 • Housing advice – 5 • Quality of work – 4 • Policy or procedure – 3 	<p>HMS - Customer Service</p> <ul style="list-style-type: none"> ▪ HMS - Customer Service manages over 12,000 tenants and leaseholders in Brent. ▪ Service improvements include: <ul style="list-style-type: none"> - Review of operational interface between Brent Housing Management and the Community Protection Team (CPT) completed. This has improved the responsiveness of ASB cases referred to the CPT. Together with improving collaboration and communication between both teams - Introduction of case huddles which are being used to manage complex cases across the housing department. This has enabled rapid resolution to complex and cross-departmental work - Customer friendly writing course rolled out across the Housing Department. This has equipped staff more accessible written communication to residents - Clear customer service performance standards incorporated in annual appraisals, including a range of quantitative outputs and a set of behavioural standards <p>Housing Needs</p> <ul style="list-style-type: none"> ▪ The Housing Needs service receive over 5,000 homelessness approaches per year. ▪ A review of homelessness services has been conducted, and a draft Homelessness and Rough Sleeping Strategy has been produced. ▪ One of the proposed commitments of the strategy is to fully understand the challenge of homelessness in Brent and how it is experienced by individuals so we can develop informed, targeted solutions, and continually improve the quality of the services we deliver. ▪ We will measure residents' perception of the services we provide, ensuring they are empathetic and supportive. We intend to achieve a 2% year on year improvement

Root Cause	Actions
<p>Planned Maintenance – 27 instances; 11 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service not up to standard/ as agreed - 9 • Third party failure – 9 • Service delayed – 5 • Policy or procedure – 3 • Service not provided – 1 <p>Anti-Social Behaviour – 25 instances; 18 upheld/ partly upheld</p> <ul style="list-style-type: none"> • Service not provided/ up to standard/ as agreed – 10 • Third party failure - 6 • Policy or procedure – 5 • Service delayed – 4 <p>Leasehold Services – 24 instances; 12 upheld/partly upheld</p> <ul style="list-style-type: none"> • Tenants / Leaseholders - 6 • Section 20 notice - 5 • Service charge – 5 • Repairs – 2 • Incorrect action – 2 • Service failure – 2 • Right to buy – 1 • Communal upkeep -1 <p>Building Services – 21 instances; 13 upheld/partly upheld</p> <ul style="list-style-type: none"> • Delays in job completion – 11 • Service failure – 8 • Policy or procedure - 1 • Insurance claims – 1 <p>Member / General Enquiry – 20 instances; 7 upheld/ partly upheld</p> <ul style="list-style-type: none"> • Service not up to standard/ as agreed – 7 • Policy or procedure – 5 • Third party failure – 4 	<p>Private Housing Services (PHS)</p> <ul style="list-style-type: none"> ▪ Private Housing Services (PHS) manages 12,500 licenced properties, carries out 1,500 enforcement inspections annually, and carries out approximately 450 Small Works Grants and 400 Major adaptations grants each year ▪ Feedback from customer satisfaction surveys is used to improve service delivery. ▪ The service has ISO 9001:2015 quality system accreditation and complaints are discussed regularly with individuals and at team meetings.

Root Cause	Actions
<ul style="list-style-type: none"> • Service delayed – 3 • Service not provided – 1 <p>Mechanical & Electrical – 19 instances; 7 upheld/partly upheld</p> <ul style="list-style-type: none"> • Third party failure – 9 • Disagreement with policy or procedure – 5 • Service not provided/ up to standard – 4 • Service delayed – 1 <p>Single Homelessness Team – 16 instances; 9 upheld/ partly upheld</p> <ul style="list-style-type: none"> • Officer conduct – 9 • Suitability of private sector offer – 3 • Application delay – 2 • Policy or procedure – 1 • Service not up to standard - 1 <p>Rehousing – 12 instances; 2 partly upheld</p> <ul style="list-style-type: none"> • Application – delays/progress - 5 • Band assessment – 4 • Communication – 2 • Policy or procedure – 1 <p>Rent Income – 10 instances; 5 upheld/partly upheld</p> <ul style="list-style-type: none"> • Tenants / Leaseholders– 4 • Eviction – 2 • Arrears dispute - 2 • Service not provided - 2 <p>Lettings – 3 instances; 3 upheld/ partly upheld</p> <ul style="list-style-type: none"> • Viewing arrangements – 3 	

Community Wellbeing Department – Adult Social Care Directorate (58 instances)

Root Cause	Actions
<p>Commissioning, Contracting and Market Management – 22 instances; 9 upheld/ partly upheld</p> <ul style="list-style-type: none"> • Poor service – 14 • 3rd party contractor issues – 4 • Service not provided – 3 • Correspondence issues – 1 <p>Adult Services - Complex Care – 18 instances; 7 upheld/ partly upheld</p> <ul style="list-style-type: none"> • Poor service – 8 • Assessments - 7 • Communication - 2 • Service not provided – 1 <p>Adult Services - Urgent Care – 10 instances; 3 upheld/ partly upheld</p> <ul style="list-style-type: none"> • Service failure - 5 • Communication - 2 • Vulnerable adults – protection - 1 • Investigation - 1 • Discharge – 1 <p>Partnerships & Integration – 4 instances; 2 upheld/ partly upheld</p> <ul style="list-style-type: none"> • Poor service - 1 • Poor attitude - 1 • Correspondence Issue - 1 • Day Centres - 1 <p>Central North West London (CNWL) – 4 instances; 4 upheld/ partly upheld</p> <ul style="list-style-type: none"> • Correspondence issues – 2 • Poor service/ attitude – 2 	<p>Adult Social Care</p> <ul style="list-style-type: none"> ▪ ASC received 3,958 contacts from individuals with at least one contact through Brent Customer Services (BCS) or the Duty Team. ▪ ASC assessed 2,440 service users for homecare services and 923 were assessed for residential / nursing services. ▪ There were 2,515 individuals who received section 5 hospital discharge assessments. ▪ Service improvements include the reduction of waiting times for non-urgent care needs and assessments from 16 weeks to one week. ▪ The feedback/learning from complaints is discussed with individual staff members, at team meetings and management meetings to help improve service delivery. ▪ Information on learning from complaints can also be found in Appendix A.

Root Cause	Actions
<p>Libraries – 48 instances; 26 upheld/partly upheld</p> <ul style="list-style-type: none"> • Customer service – 20 • Other customers – 7 • Premises / environment - 5 • Computer provision – 4 • events and exhibitions - 3 • Fees, charges and payments - 3 • Heritage service - 2 • Online access - 2 • Reservations – 1 • Stock and loans - 1 <p>Sports facilities – 23 instances; 16 upheld/partly upheld</p> <ul style="list-style-type: none"> • Staff / Customer service - 6 • Showers/ toilets and changing facilities – 5 • Activity room – 4 • Gym – 3 • Payments – 1 • Car park – 1 • Health suite - 1 • Café/ vending - 1 • Information - 1 	<p>Culture Service</p> <p>Libraries</p> <ul style="list-style-type: none"> ▪ In 18/19 the library service had over 35,500 active borrowers and over 2,500,000 visits. The service also underwent a staffing restructure which introduced new roles and staff into the service. There was also a change in the library management system – the core software providing customer account management and public catalogue access which caused some disruption to users during the transition. ▪ Actions taken to mitigate and reduce complaints include: <ul style="list-style-type: none"> - Staff inductions, training and performance management - Regular discussion of complaint issues with individual staff, teams and management teams - Policy reviews and clarifications in relation to customer access - Changes and improvements to the library management system - Refurbishment works are also in process at Ealing Road and Kingsbury Libraries to address complaints and issues regarding the premises and facilities on those sites - A project is also underway to replace the library public computer network to address the performance issues there <p>Sports Facilities</p> <ul style="list-style-type: none"> ▪ Actions taken to mitigate and reduce complaints include: <ul style="list-style-type: none"> - Leisure Client Officer meets regularly with the centre managers to discuss performance - Leisure Client Officer attends performance meetings with Performance, Improvement and Insight Team - Complaints are directed back to the sports centre managers - Schedule of works for maintenance at centres - Staff training – e-learning modules and In house training

Root Cause	Actions
<p>Parking & Lighting– 225 instances; 85 upheld/partly upheld</p> <p><i>Parking – 194 instances; 73 upheld/ partly upheld</i></p> <ul style="list-style-type: none"> • Parking enforcement – 97 instances • Parking Permit - 41 • Parking Other – 39 • Parking Bays – 11 • Car Parks – 6 <p><i>Trees and Lighting - 31 instances; 12 upheld/ partly upheld</i></p> <ul style="list-style-type: none"> • Trees – 20 • Lighting – 9 • Highways – 2 <p>Environmental Improvement – 118 instances; 42 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service not up to standard/ as agreed - 28 • Waste and recycling collection – 27 • Policy or procedure – 17 • Service delayed – 8 • Street cleaning/ litter bins – 11 • Communication – 8 • Third party failure – 7 • Service not provided – 6 • Pest Control – 3 • Contractor conduct – 3 	<p>Parking & Lighting</p> <ul style="list-style-type: none"> ▪ During the year the Parking & Lighting Service issued approximately 192,000 penalty charge notices (PCNs), processed over 38,000 parking permits and administered 250,000 visitor parking bookings ▪ Service area improvements include: <ul style="list-style-type: none"> - review of Enforcement plan and targeted enforcement activity put in place to address hotspots; - a specific issue last year caused by a change in the Notice Processing IT system has been fully resolved - parking contractor given clear timetable of parking suspensions and signage required and related PCN review process in place; - permit complaints addressed by system changes and/or customer advice; - tree maintenance requests/complaints considered against a planned schedule of tree maintenance across the borough and budget consideration <p>Environmental Improvement</p> <ul style="list-style-type: none"> ▪ The Environmental Improvement service responsibilities include Council parks, open spaces and cemeteries; and management of refuse and recycling services for approximately 120,000 households in the borough. ▪ Neighbourhood Management - including the Neighbourhood Managers and Environmental Enforcement is the lead service for responding to customer contact and response for concerns over missed collections, street cleaning or waste crime such as dumping or littering. ▪ With the Public realm contractor struggling over the summer period to maintain adequate staffing resource and the removal of street bins and litter picking in Zone 5's as part of the savings program for this year there have been some issues regarding service delivery and levels of street litter. ▪ Overall these issues were relatively low in number and have been largely contained, addressed or otherwise dealt with and the Public Realm Contractor is now actively recovering service delivery to the required standard.

Root Cause	Actions
<p>Highways and Infrastructure – 73 instances; 26 upheld/partly upheld</p> <ul style="list-style-type: none"> • Dropped Kerbs/Illegal Drop Kerbs – 19 • Footway Defects /Information / Relay Schemes - 10 • Carriageway Defects & Potholes– 8 • Service failure - 8 • Road Signs & Markings – 5 • Parking scheme issues - 5 • Highways information and advice – 5 • Disabled parking bays – 4 • Flooding – 3 • Policy or procedure - 4 • Utility Companies/Works – 2 <p>Planning, Transport and Licensing and– 69 instances; 19 upheld/partly upheld</p> <ul style="list-style-type: none"> • Planning Application – 28 • Planning enforcement - 19 • Decision made – 10 • Service not provided/ up to standard – 5 • Policy or procedure - 3 • Communication – 2 • Service delayed - 2 <p>Community Safety and Public Protection – 22 instances; 11 upheld/partly upheld</p> <ul style="list-style-type: none"> • Nuisance – 11; Service – 1; Customer Care – 4; Member / General Enquiry – 2; CCTV – 2; ASB – 2 <p>Employment, Skills and Enterprise – 6 instances; 4 upheld</p> <p>Building Control – 5 instances; 0 upheld</p> <p>Food standards and safety – 2 instances; 1 partly upheld</p> <p>South Kilburn Programme – 2 instances; 0 upheld</p>	<p>Planning, Transport and Licensing</p> <ul style="list-style-type: none"> ▪ The Planning service processed over 5,300 planning applications during 2018/19. ▪ The main causes of complaints were planning applications, decisions, or enforcement (57 instances). ▪ It is recognised that planning decisions can be unpopular or controversial at times and complaints about planning decisions are managed through a separate appeals process. Service errors in the administration of planning applications are discussed at an individual and team level to help improve service delivery standards. <p>Highways and Infrastructure</p> <ul style="list-style-type: none"> ▪ The Highways & Infrastructure service is responsible for roads and pavements in Brent. ▪ Complaints related to highways defects is always contentious as not all reported defects are programmed for repair. This is dependent on intervention levels and priority. ▪ Expectation for addressing illegal vehicle crossings has increased with the establishment of an Environmental Enforcement team. ▪ Further work is required to improve performance on efficient processing and programming of vehicle crossings. A restructure of the service will address this issue.

Root Cause	Actions
<p>Housing Benefit/Council Tax Scheme – 108 instances; 64 upheld/partly upheld</p> <ul style="list-style-type: none"> • Change of circumstances – 48 • Reconsiderations/appeals – 20 • Overpayments & decisions – 20 • New claims – 11 • My Account portal - 5 • Discretionary housing payment - 4 <p>Council tax/recovery - 94 instances; 19 upheld/partly upheld</p> <ul style="list-style-type: none"> • Council tax – recovery – 40 • Billing, payments, discounts & exemptions – 32 • Account set up & enquiries – 14 • Enforcement Agents – 8 <p>BCS Contact Centre – 39 instances; 17 upheld/partly upheld</p> <ul style="list-style-type: none"> • Contact Centre - waiting times – 12 • Contact Centre - officer behaviour - 8 • Contact Centre - information and advice – 9 • Contact Centre - enquiry handling – 6 • Customer services – signposting – 4 <p>Customer Care – 23 instances; 14 partly upheld</p> <ul style="list-style-type: none"> • Customer service / Attitude – 9 • Contact Issues – 2 • Correspondence issues – 11 • Incorrect action taken – 1 	<p>Brent Customer Service (BCS)</p> <ul style="list-style-type: none"> ▪ BCS includes the Customer Contact Centre, Customer Service Centre, Revenues & Benefits service, Registration & Nationality service, Client Affairs Team, Debt Recovery and Concessionary Travel teams. The scale of BCS operations during 2018/19 included: 164,000 Contact Centre phone calls; 68,000 Contact Centre emails/web chat/tweets; over 121,000 live council tax accounts; over 25,000 live Council Tax Support claims and over 6,000 new Housing Benefit claims with more than 110,000 changes in circumstances in the year; 3,200 social care financial assessments; over 5,400 Blue Badge/Taxi Cards/Freedom pass applications. ▪ A significant proportion of Housing Benefit complaints are about the benefit calculations and appeals are then dealt with through a separate statutory process. We have noticed an increase in “outside of jurisdiction” complaints whereby some customers are using the complaints route instead of going through the correct (i.e. appeal) channels ▪ We have also seen an increase in the number of complaints related to the introduction of Universal Credit (UC) (despite this not being administered by the Council). There is sometimes confusion over whether claimants should be claiming Housing Benefit or UC (or, in certain circumstances, for instance when residents are in Temporary Accommodation), both. ▪ Council Tax recovery complaints stem significantly from an exercise chasing historical debt, in addition to complaints about billing, discounts and exemptions, which are all statutory functions but nevertheless likely to produce complaints, even though these are often not upheld. ▪ Client Affairs Team complaints have significantly reduced mainly because of concerted efforts to improve telephone and email answering, while Concessionary Travel Team complaints have also reduced significantly following the clearance of backlogged applications on the team ▪ There was an increase in staff turnover during 2018/19. As a result, a number of new staff joined the team. The Management Team have been coaching and developing new recruits to demonstrate the right behaviours to address the root causes of complaints upheld.

Root Cause	Actions
<p>Concessionary Travel – 21 instances; 14 upheld/partly upheld</p> <ul style="list-style-type: none"> • Blue badge service – 14 • Blue badge communication – 3 • General enquiry - 2 • Policy or procedure – 1 • Freedom pass – 1 <p>Service – 16 instances, 7 upheld/partly upheld</p> <ul style="list-style-type: none"> • Poor Service – 8 • Service not provided – 3 • Service not up to standard – 4 • Contractor issues - 1 <p>Client Affairs – 13 instances; 4 upheld/partly upheld</p> <ul style="list-style-type: none"> • Invoicing/ payments – 8 • Assessments – 6 • Policy or procedure – 1 <p>Registration and Nationality – 11 instances; 10 upheld/ partly upheld</p> <p>Communication – 7</p> <p>Service no up to standard – 4</p> <p>Overpayments/SD/AR – 9 instances; 4 partly upheld</p> <ul style="list-style-type: none"> • Recovery – 8 • Invoicing / Billing – 1 <p>Contractor Issues – 8 instances; 0 upheld</p> <p>General – 6 instances; 6 upheld/ partly upheld</p> <p>Client FM – 5 instances; 1 upheld</p> <p>Legal services – 3 instances; 1 upheld</p> <p>Business rates – 1 instance; not upheld</p> <p>Finance – 3 instances; 0 upheld</p>	


Root Cause	Actions
<p>Social Workers – 33 instances; 15 upheld/partly upheld</p> <ul style="list-style-type: none"> • Service Failure - 20 • Communication – 12 • Policy or procedure - 1 <p>Customer Care – 19 instances; 11 upheld/ partly upheld</p> <ul style="list-style-type: none"> • Delay in contacting customer – 2 • Staff conduct/ behaviour - 5 • Contact Issues - 5 • Inaccurate information provided/ recorded – 2 • Service not up to standard – 4 • Incorrect action taken – 1 <p>Service Failure – 15 instances; 8 upheld/ partly upheld</p> <ul style="list-style-type: none"> • Service not provided – 7 • Not up to standard – 5 • Third party failure – 3 <p>Assessments – 14 instances; 8 partly upheld</p> <ul style="list-style-type: none"> • Service not provided/not up to standard – 9 • Service delayed - 2 • Communication – 3 <p>In year admissions/ transfer admissions – 10 instances; 4 partly upheld</p> <ul style="list-style-type: none"> • Communication - 4 • Service failure – 5 • Policy or procedure – 1 	<p>CYP</p> <ul style="list-style-type: none"> ▪ CYP in 2018/19 received 3,908 referrals and completed 3,874 Child & Family Assessments. As at 31 March 2019 the Council had 2,502 open children in need cases and 298 children were the subject of a child protection plan. There were 299 looked after children for the year and the were 317 care leavers aged 17-21. ▪ Learning points from complaints are discussed with individual staff and in team meetings and there is ongoing work with managers to improve service delivery.

Root Cause	Actions
<p>Leaving Care – 8 instances; 4 partly upheld</p> <ul style="list-style-type: none"> • Service Failure – 6 • Policy or Procedure – 2 <p>Placements – 6 instances; 3 partly upheld</p> <p>Communication – 3</p> <p>Service not up to standard/ as agreed – 3</p> <p>Corporate Parenting – 4 instances; 4 partly upheld</p> <p>Finance/LAC Finance – 4 instances; 2 upheld</p> <p>Family Social Work – 4 instances; 2 upheld/partly upheld</p> <p>Policy or procedure – 2 instances; 1 upheld</p> <p>CIN meetings and family conferences – 2 instances, 2 upheld/ partly upheld</p> <p>Family Support – 2 instances; 0 upheld</p> <p><i>Root cause with only one instance</i></p> <p>Care package – 1, Court reports – 1, Education - 1, Fostering 1, Health and safety – 1,</p>	

Performance, Policy & Partnerships (21 instances)

Root Cause	Actions
<p>Electoral Services – 10 instances; 4 upheld/partly upheld</p> <ul style="list-style-type: none"> • Electoral register - 7 • Communication – 3 <p>Information Governance – 4 instances; 1 partly upheld</p> <ul style="list-style-type: none"> • Policy or procedure – 1 • Service failure – 3 <p>Communications - 3 instances; 3 upheld/ partly upheld</p> <ul style="list-style-type: none"> • Communication – 2 • Service delayed - 1 <p>Performance Improvement – 3 instances; 2 upheld/ partly upheld</p> <ul style="list-style-type: none"> • Policy or procedure – 1 • Communication – 2 <p>Strategy and Partnerships – 1 instance; upheld</p> <ul style="list-style-type: none"> • Service delayed - 1 	<p>Performance, Policy and Partnerships</p> <ul style="list-style-type: none"> ▪ Service improvements resulting from complaints are discussed with managers and raised at team meetings. Complaints are seen as an important part of learning and help to improve the quality of service that is provided.

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 Brent	<p style="text-align: center;">Cabinet</p> <p style="text-align: center;">11 November 2019</p>
	<p>Report from the Strategic Director of Regeneration and Environment</p>
<p>Inclusive Growth in Harlesden Town Centre</p>	

Wards Affected:	Harlesden
Key or Non-Key Decision:	Non-Key
Part Exempt:	<p>Yes, Appendix 1 (Exempt): Breakdown of capital expenditure.</p> <p>Part 1, Schedule 12A of 1972 Local Government Act - Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p>
No. of Appendices:	<p>Eight:</p> <p>Appendix 1: Breakdown of capital expenditure [Exempt] Appendix 2: Community Consultation Appendix 3: Picture Palace concept drawings Appendix 4: Harlesden Methodist Church concept drawings Appendix 5: Long term proposals Appendix 6: Designworks concept drawings Appendix 7: Map of Harlesden sites Appendix 8: Guidance Notes, Town Centre property acquisitions</p>
Background Papers:	N/A
Contact Officer(s):	<p>Report Authors:</p> <p>Kaya Chatterji Economic Growth Snr Manager Email: Kaya.chatterji@brent.gov.uk Tel: 020 8937 6673</p> <p>Matt Dibben Head of Employment Skills & Enterprise, Email: Matthew.dibben@brent.gov.uk Tel: 020 8937 1815</p> <p>Tanveer Ghani Project manager (Property) Email: Tanveer.ghani@brent.gov.uk Tel: 020 8937 1722</p>

	<p>Consultees:</p> <ul style="list-style-type: none"> • Nigel Chapman - Operational Director - Integration and Improvement • Glenn Miller - Head of Property • Sadie East - Head of Transformation • Pascoe Sawyers - Head of Strategy and Partnerships • Stephanie Wilson - Libraries, Arts and Heritage Manager • Lois Stonock - Executive Director, LBoC
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Contents

Section title	Page number	Paragraph reference
Purpose of Report	4	1.0
Recommendations	4	2.0
Detail	4	3.0
Background	4	3.1
Current Day Harlesden	5	3.5
Vision for the future of Harlesden	5	3.8
Analysis of current needs	6	3.14
Responding to demand	8	3.16
Phase 1: current projects	8	3.19
Phase 2: short term proposals	9	3.20
Picture Palace	9	3.21
Harlesden Methodist Church	10	3.33
Phase 3: long term proposals	11	3.39
Designworks	12	3.41
Strategic alignment	13	3.49
Funding for phases 2 and 3	13	3.50
Guidance notes for acquisitions in Town Centres	14	3.55
Next Steps	14	3.59
Financial implications	15	4.0
Legal implications	16	5.0
Equalities and Diversity	17	6.0
Appendix 1: Breakdown of capital expenditure [EXEMPT]	n/a	n/a
Appendix 2: Community Consultation	n/a	n/a
Appendix 3: Picture Palace concept drawings	n/a	n/a
Appendix 4: Harlesden Methodist Church concept drawings	n/a	n/a
Appendix 5: Longer term proposals	n/a	n/a
Appendix 6: Designworks concept drawings	n/a	n/a
Appendix 7: Map of Harlesden sites	n/a	n/a
Appendix 8: Guidance Notes - Town Centre property acquisitions	n/a	n/a

1.0 Purpose of the Report

- 1.1 To set out an aspirational vision for Harlesden to create a town centre fit for the future, supported by an evidence base of need and delivered through excellent design, capital investment, and local capacity building.
- 1.2 To illustrate how both short and long-term capital investment can unlock a range of holistic benefits for Harlesden, building on existing services, programmes and investment delivered by the council and local Voluntary and Community Sector (VCS) to date.
- 1.3 Setting these proposals in the context of wider aspirations for Harlesden, to ensure a coordinated approach to investment and the development of the local offer for the community, businesses and visitors.
- 1.4 To share the strong evidence base of need in Harlesden that has been compiled following significant community consultation and specialist urban design research.
- 1.5 To propose a new guidance document which provides a decision making framework for property acquisitions in town centres that can support diversification of Brent's high streets.

2.0 Recommendation(s)

- 2.1 To approve the release of council capital investment to deliver inclusive growth in Harlesden. Details of the total sum and the breakdown of the capital investment are contained within Appendix 1.
- 2.2 To approve £0.5m of revenue to take forward capacity building in Harlesden Town Centre with the local business community and stakeholders. [Note that the council has bid for an additional £0.5m from the GLA Good Growth Fund to increase this capacity building fund].
- 2.3 To support the Methodist Church to bid for £0.5m of Neighbourhood Community Infrastructure Levy (NCIL). [Note that the council has also bid for £0.5m from the GLA Good Growth Fund to increase the project fund to £1m to deliver the full scope of the proposed project for this asset.]
- 2.4 Without these sources of funding the proposed works to the Methodist Church cannot take place. If part of the total required funding is not secured, then work will need to be undertaken by the Church to select which works are prioritised.

3.0 Detail

Background

- 3.1 This paper sets out a proposed programme for creating long-lasting positive change to the town centre for the benefit of the communities that live there. It has been developed with the input of officers from across the council – including Libraries, Children and Young People (CYP), Property, Finance, Regeneration, Strategy & Partnership, London Borough of Culture (LBOC) and Employment, Skills, and Enterprise.
- 3.2 In 2017 Cabinet agreed to prioritise nine town centres in Brent, with a view to focusing resource and investment where it was most needed to stimulate socio-economic growth.
- 3.3 This Cabinet paper agreed that investment in these town centres should be based on a clear need for diversification, to encourage mixed high streets supporting workspace, social

infrastructure, and cultural activity, with less singular reliance on traditional retail. The paper's recommendations included exploring capital investment in these priority town centres.

- 3.4 Harlesden was identified as one such priority town centre, and the council has since invested in the creation of a Town Centre Manager post and the Harlesden Hub to provide holistic, joined up support to local businesses and local residents respectively. These resources have delivered multiple and varied successes, and more can be done to support the town centre achieve its full potential.

Current day Harlesden

- 3.5 Harlesden is an area of urban density within Brent and is still one of the most deprived wards in the borough according to the indices of multiple deprivation: low wages, unemployment, crime, living environment, barriers to skills and training and housing are all still challenges experienced by many residents of Harlesden. These factors make Harlesden communities particularly susceptible to rising land values and subsequent gentrification, exacerbated further by the potential emergence of new housing, transport infrastructure, and retail development at Old Oak Common.
- 3.6 Harlesden also suffers from a poor public realm, with a lack of greening, lighting, and outdoor civic space. Poor public realm can exacerbate anti-social behaviour making Harlesden residents more vulnerable at night or in the evenings.
- 3.7 Nonetheless, Harlesden's reputation for tolerance and diversity means it has become home to a resilient, entrepreneurial, and diverse population who emanate from across the globe but are now firmly embedded in local life and communities. The communities' aspirations reflect their desire for positive change and a diversified town centre with more leisure and cultural facilities, more community meeting space, enhanced facilities for young people, and more workspace for businesses that create local opportunities.

Vision for the future of Harlesden

- 3.8 The council's vision is to respond to this aspiration by creating the social and physical conditions for the community to thrive. Harlesden will be a place where the unique local economy is flourishing, where young people will receive the support they need to succeed, and where the cultural and leisure facilities reflect the area's rich history and current day vibrancy.
- 3.9 This vision will be delivered through a comprehensive programme of enhanced service provision, phased capital investment, and local capacity building. Considered and evidence-based investment in town centres can respond to demand, community aspiration, and the need to accommodate services in the town centre. It also delivers improvement to the physical fabric of the town centre, its look and feel, reduces vacancies, and creates a welcoming urban environment for residents, businesses, and visitors.
- 3.10 Much of this programme of work is already underway, with plans to support homelessness via Crisis' relocation to Challenge House, plans to support young people with a new Alternative Provision School and an enhanced wrap-around youth offer in Roundwood, improved facilities for adult education through a new centre for learning and enterprise at Morland Gardens, and the launch of the Family Hub from Fawood and Curzon centre pending Cabinet approval in October.
- 3.11 The council has also begun articulating the long-term vision for the town centre, in the form of a re-developed community facility on the council-owned site of the current Designworks (a site that the council acknowledges is soon coming to the end of its useful life). Early stage concept

designs by Adjaye Associates for a multi-use community and cultural centre on the site illustrate the intention to reframe the narrative of Harlesden to one of aspiration, excellence, and world class urban design.

- 3.12 In order to create the conditions for that long-term vision to be achieved, the council is mindful of the need to take a phased approach to delivery to ensure that growth is sustainable and genuinely reflects the needs of the local community.
- 3.13 This papers sets out a methodology for doing this, by building on existing work done to date, considering the future of existing public and VCS services in the town centre, analysing the gaps that still exist, reviewing the assets available to the council, and making recommendations for how capital investment can bring these elements together for the benefit of the town centre.

Analysis of current needs

- 3.14 In order to take a holistic view of needs in Harlesden, officers undertook significant community consultation and commissioned specialist urban design experts to understand the following:
1. What is already being delivered in the town centre?
 2. What is missing, and what are the gaps?
 3. What physical assets are already being maximised by the council?
 4. What other assets are within the town centre but underutilised? What are their relative merits and potential from a spatial and place making perspective?
- 3.15 The responses to these questions are outlined in Table 1 below. For more detail on the in-depth community consultation that informed the responses, please see Appendix 2.

Table 1

Needs analysis question	Responses from community consultation, officer consultation, and urban design research
1. What is already being delivered in and around Harlesden?	<ul style="list-style-type: none"> • A range of VCS organisations delivering interventions for other local residents – e.g. Somali groups for young people and the elderly, Harlesden Neighbourhood Forum, Crisis homelessness prevention, Harlesden Town Gardens, Food Bank, the BEAT radio, and more. • Active Business Association who reflect the diversity of Harlesden, support local economic development, and seek to mitigate the impacts of gentrification on the town centre. • Range of council-led services including the Harlesden Hub, Harlesden Library, Brent Start adult learning, Roundwood youth provision, and Childrens Centres.
2. What is missing, what are the gaps?	<ul style="list-style-type: none"> • Things for young people to do – e.g. cinema, gym, places to meet others both formally and informally. • Greening, lighting, and safer streets including support for homeless people, street drinkers, and tackling ASB. • Cultural amenity – places to perform, participate in, or create cultural output. • Workspace – space for local businesses to expand and provide more services to the community. • Civic space – particularly shared, secular space for community groups to meet and hold events.
3. What physical assets and services are already being maximised by the council?	<p><u>Core town centre</u></p> <ul style="list-style-type: none"> • Harlesden Library which also houses the Harlesden Hub and some Brent Start adult learning provision. • Challenge House – with CYP officers due to relocate in order to accommodate Crisis homelessness charity. <p><u>Surrounding area</u></p> <ul style="list-style-type: none"> • Roundwood Centre – Alternative Provision School and enhanced youth offer to provide excellent educational and wrap-around services for young people. • Fawood and Curzon Childrens centres – proposed Family Hub pending October Cabinet decision. • Morland Gardens – planned redevelopment pending Cabinet decision to deliver a centre for learning and enterprise.
4. What other assets are within the town centre but underutilised? What are their	<p><u>Core town centre</u></p> <ul style="list-style-type: none"> • Designworks – owned by the council. Currently workspace but with potential to deliver an aspirational civic and cultural centre for Harlesden in the long term.

relative merits / potential?	<ul style="list-style-type: none"> • Picture Palace – former cinema and pub, vacant for 2 years. Large town centre footprint with art deco façade. Potentially at risk of private development into residential flats, but listed in Harlesden Neighbourhood Plan as a potential asset of community value. • Methodist Church and Windrush Hall – location of significant (secular) community activity, with more demand than can be accommodated in current building. Significant impact onto high street due to the size of frontage and its run-down appearance. • Harlesden Plaza – currently a carpark. This is the site with the largest single footprint in Harlesden and identified as a key development site in new Local Plan and the Harlesden Neighbourhood Plan.
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Responding to demand

- 3.16 The table above highlights the ways in which the council is already taking steps to leverage its own assets to support wider service delivery in Harlesden.
- 3.17 The council recognises, however, that even more must be done to make significant and lasting change for Harlesden. To that end, the following section outlines the proposed approach for delivering a set of interventions that respond to local need, and make the town centre a more vibrant and appealing destination for residents, visitors, and businesses alike.
- 3.18 The council also recognises that not all demand can be met from the council's existing portfolio. This paper therefore proposes capital investment in other sites, to increase capacity in the town centre for community, VCS, cultural and commercial uses. Some longer-term projects cannot be delivered without further feasibility and design work, and so this paper proposes capital investment to come forward in three phases as follows:
- **Phase 1** projects are those which are already ongoing and delivering outcomes for Harlesden.
 - **Phase 2** proposals are those which are considered to be deliverable in the short-medium term (12-24 months). They are also considered to provide a wide range of benefits that respond to many of the key themes that emerged from the engagement process.
 - **Phase 3** proposals are those which will ultimately have the most significant and lasting impact on the town centre. They are also, inevitably, those which will take longest to come forward and require further detailed design and feasibility work.

Phase 1: Current Projects

- 3.19 Phase 1 projects are ongoing and already set to deliver significant benefits to the town centre, its residents, and communities. The council is considering how careful use of local assets can further support its services, as follows:
- a) Harlesden Hub is currently delivering a holistic and responsive service from Harlesden Library, but is restricted by the current space that is insufficient to

cope effectively with service demand. The council is considering longer term options for relocation of the Hub into alternative premises. The capital proposals outlined later in this paper are all being considered as new locations for the Hub alongside the council's other assets in the town centre.

- b) There is an option for Children and Young People (CYP) officers currently based in Challenge House to relocate, making space for Crisis Skylight homelessness charity to take on a 10-year commercial. The homelessness service will be located in the heart of town centre, allowing them to be more visible and create closer links with other VCS organisations in the vicinity which will help to alleviate some of the immediate issues on that core stretch of the high road.
- c) There are plans for an Alternative Provision School based at Roundwood Centre, to be complemented by an enhanced youth offer to provide excellent educational and wrap-around services for young people in Harlesden.
- d) The Family Hub offer is being developed and will be based in the Curzon and Fawood centres subject to Cabinet decision in October. Opportunities for outreach in the 'core' town centre would add value to the offer. The capital proposals in Phases 2 and 3 (outlined later in this paper) should therefore be considered as locations for this outreach activity in the future.
- e) Proposals to develop the Morland Gardens site and deliver additional social housing and a new centre for adult learning are underway, subject to a Cabinet decision.

3.20 **Phase 2: short term proposals**

There are two Phase 2 proposals which are being put forward for consideration. Both of the proposals have been selected from a much longer list of possible interventions because:

- a) they best met the range of community demands that came out of the consultation;
- b) they are deliverable within a relatively short term time period; and
- c) because physically they are significant buildings whose improvement would have a positive knock-on impact on the look and feel of the town centre as whole.

1. Picture Palace acquisition and fit out: providing workspace and/or cultural amenity in the town centre

- 3.21 Despite Harlesden's rich cultural legacy and its diverse community, the town centre lacks workspace and affords no opportunity for cultural activity. Its physical cultural assets – including a former dance hall and cinema – are now vacant or converted to other uses. There is no cinema, no performance space, and nowhere to rehearse or record music. As the home of the London Borough of Culture's (LBOC) 'No Bass Like Home' project, securing a cultural space to house future events, galleries, or cultural workspace would enable the LBOC legacy to take root in Harlesden. Provision of workspace would also serve to support Harlesden's growth and wider commercial function through increased footfall and day-time usage of local shops and eateries.

- 3.22 The former Picture Palace on Manor Park Road has been empty since the beginning of 2017, having previously served the community as a pub and a cinema over the past decades. Site analysis identified the building as a dormant cultural asset in the town centre due to its size, prominent location, and historical significance as a place of entertainment. There is also scope to provide a reasonable quantum of workspace, which could accommodate creative studio spaces for the digital arts and local film/radio production, and an open plan space for shared resources and facilities. Concept designs can be seen in Appendix 3 – attached.
- 3.23 The Picture Palace is owned by JD Wetherspoons, and the council is in active discussion with JD Wetherspoons with a view to acquiring the freehold of the property. It should be noted that the Harlesden Neighbourhood Forum is seeking to nominate Picture Palace as an ‘Asset of Community Value’ within the recently adopted Harlesden Neighbourhood Plan, which supports the council’s proposal for the building as outlined below.
- 3.24 If under council ownership, the Picture Palace has the potential to become a significant cultural anchor for the community. The proposal is to lease the building, following an intensive process of engagement with the market, encouraging prospective tenants to put forward ambitious, inclusive, and creative proposals, ideally that host workspace as well as cultural uses.
- 3.25 In addition, increasing footfall at Picture Palace has the potential to mitigate anti-social behaviour through more regular and active use of this street. Principles of ‘designing out crime’ and ‘contextual safeguarding’ will be used to ensure the front of the building integrates with its surroundings, reduces areas of poor light, and minimises opportunities for fly-tipping or other activities.
- 3.26 Post-acquisition it will take several months to complete a detailed design specification, undertake market warming, and commence works to refurbish the space.
- 3.27 The current planning use of the premises is A4 drinking establishments which includes public houses, bars etc.
- 3.28 In order to change the use, planning policy requires evidence that the property is unviable as a public house and that it has been marketed for a period of two years without an A4 user making a suitable offer. Evidence is being compiled regarding the long periods of vacancy in order to evidence that a change of use is required, and the current owner Wetherspoons has agreed to provide evidence that the public house they operated was unviable.
- 3.29 If this evidence is not sufficient to secure the change of use the council will be seeking, then mitigation will be sought via mixed-use premises and / or seeking a meanwhile use for the building whilst the council undertakes to market the space to an A4 operator.
- 3.30 Pending the outcome of the ongoing discussions with JD Wetherspoons, this paper is seeking approval to pursue the acquisition of the Picture Palace.
- 3.31 Learning from the uses of the Picture Palace building can inform the purpose and uses of Designworks, a longer term project outlined in phase 3 below.
- 3.32 **Cost:** a breakdown showing the anticipated purchase price, fit-out costs, and Good Growth Fund contribution is provided in Appendix 1.

2. Harlesden Methodist Church halls: providing more community and civic space in the heart of the town centre

- 3.33 Thorough community consultation sessions and urban design studies found a distinct lack of public outdoor spaces and neutral indoor spaces to host community groups or civic events. Numerous local groups and individuals spoke of their desire to deliver more socially focussed interventions, run clubs, or put on local events for the community but were unable to find the appropriate space to do so.
- 3.34 Harlesden Methodist Church and Windrush Hall (formerly Tavistock Hall) are located in the heart of the town centre, facing onto the high road and backing out onto Harlesden Plaza. The site footprint on the ground floor encompasses a church, 2 large meeting halls, several smaller meeting rooms, WCs, and a nursery, all joined by a long central corridor behind the main church building. The first floor holds Windrush Hall, which has recently been re-decorated, WCs, and more individual meeting rooms.
- 3.35 The building currently accommodates a varied secular function as well as being used regularly as a church and for related events (funerals, weddings etc.). A number of different residents, businesses, and community groups use the building – including a Somali after-school club, food bank, local TV producer, and Mahogany Carnival costume designers – but there is more demand for the space than they can provide. The Church council is keen to expand the secular and community function of the building and accommodate the demand from the community for a more multi-functional space in the heart of the town centre, but the building is not fit for purpose and requires urgent refurbishment to accommodate demand from local community groups.
- 3.36 Architects have drawn up concept designs – see Appendix 4 attached – which provide the following benefits:
- New forecourt extension with glass panels facing onto the main high street, to improve a currently poor public realm and activate this stretch of the high street near to the Jubilee Clock. This also presents an opportunity to utilise ‘Designing out crime’ principles to improve the safety in the high street of Harlesden through increased usage and footfall, as well as considering improved lighting and reduced areas for ASB.
 - Re-alignment of internal partitions to create significantly increased quantum of floor space. Changes include enlarged atrium, halls, and open plan design with partitions to allow safer, more flexible spaces for community use and workspace. Note that no investment is proposed for the Church Hall itself, only for the meeting space and halls to the rear of the building.
 - New lift and accessible entrance on Tavistock Road to allow disabled access.
- 3.37 This project would primarily serve the function of enhanced community and civic space, and the Church have indicated in writing their willingness to partner with the council on this programme. The council would have no ownership or lease over the Methodist Church and would not benefit from any capital appreciation. The Church would be required to fund any and all revenue commitments needed to support the management of the newly created space.
- 3.38 **Cost:** Initial costing shows a total of £1m will be needed to fund the refurbishments. Recognising that this will not come via the council’s capital pipeline, this paper proposes that an NCIL application is made by the church, which can then be used as match funding to lever

in external funds from e.g. the GLA. This includes estimated costs of design and project management.

Phase 3: long term proposals

- 3.39 There are a number of other proposals that have emerged from the engagement with the community and the evidence base that has been compiled. Whilst a full list of potential long term proposals is listed at Appendix 5, most require further design and feasibility work and are not in a position to be brought forward at this point.
- 3.40 The most viable long-term project to bring forward is the proposal for Designworks – where early concept designs have already been produced. It is important that the learning is not lost and momentum is maintained to deliver these wider aspirations. The phased approach to delivery outlined in this paper would ensure that proposals for the future Designworks site are able to build on learning and increased demand generated from the Phase 2 projects to deliver an aspirational multi-functional, cultural and community centre for Harlesden that complements the other uses.

Designworks

- 3.41 The Designworks was originally acquired and refurbished by Brent Council in 1993. The council, recognising that the Designworks building is coming to the end of its useful life, appointed Adjaye Associates to prepare a feasibility and concept study for the site which assumed complete demolition and rebuild. Please see Appendix 6 for concept drawings showing the potential of the site to deliver a revitalised public realm, and host a range of community activities, leisure, workspace and cultural space.
- 3.42 Two engagement sessions were also undertaken to raise awareness about the potential of this project, listen to the views of local community groups and understand how Brent residents could get involved in the project.
- 3.43 The feasibility study included research into the site history, engagement sessions, and massing studies to develop concept sketches. The sketches seek to deliver on a range of overarching objectives for the project that have been identified so far. These will need to be further refined as the project progresses:
- Create a unique place that inspires aspiration
 - A civic space for a diverse local community
 - Instilling genuine community ownership and belonging
 - Address issues around the lack of space for the Brent youth
- 3.44 The Designworks project therefore builds on the same principles as the Phase 2 proposals outlined above. To that end, the Phase 2 proposals outlined above will act as test beds for the kinds of interventions and spaces that will work in the future Designworks site.
- 3.45 In the interim, the council will finalise the specification of the various community spaces and refine the operating model for the new Designworks. It will do this by taking learning from the short-term projects outlined in Phase 2 above (Picture Palace and Methodist Church) and by involving the community to benefit from the diversity of ideas and assessing these to ensure the business case remains robust.

- 3.46 The concept designs for Designworks include public realm alterations, including its relationship with the side alley. Designing out crime principles will be adopted to consider how best to reduce anti-social behaviour through investment in the building and public realm.
- 3.47 This report proposes that funds are allocated from the council's Capital Programme in order to procure an architectural led design team and other pre-construction services for progressing a robust planning application submission for the Designworks redevelopment. These initial works can be funded from existing capital reserves and details of the estimated costs are provided in Appendix 1. Members should note that the estimated total value of the project is circa £23m. This sum is liable to change due to a number of matters including the views of the advisory group as to the specification of the various community spaces the operating model, and due to the further work of the design team.
- 3.48 It should be noted that there are no immediate financial implications arising from this decision, however the granting of a detailed planning application is expected to significantly enhance the value of the Designworks site. In the longer term, a more substantial capital outlay may be necessary should the council decide to implement the plans that come from the work of the design team and the conclusions of the steering group.

Strategic alignment

- 3.49 The benefits accrued by the proposals outlined above meet a number of strategic objectives in the council's Borough Plan. These include:
- A future built for everyone, an economy fit for all
 - A great place to do good work
 - Promotes diversification of high streets
 - Explores options to make direct investment in the provision and operation of workspace
 - Make Brent a place where culture is celebrated and vibrant
 - Community-led outcomes for positive opportunities for diverse communities

Funding for Phase 2 and Phase 3 proposals

- 3.50 A detailed breakdown of the capital investment to deliver workspace, cultural uses, and more community space for the town centre is provided in Appendix 1. Table 2 below outlines what services and initiatives will be run from each proposed venue, alongside the existing services run by the council. The map at Appendix 7 shows the location of all existing assets as well as those being put forward for proposed investment.
- 3.51 Following short term capital investment, it will also be important for local businesses and community leaders to take forward plans to enrich the Harlesden offer, economically, culturally and environmentally.
- 3.52 Strengthening the local business base is also key to ensuring that Harlesden retains its unique identity and authenticity, and continues to serve the local community despite increasing land values and pressure as new shopping destinations emerge in Old Oak Common. This is particularly true as the range of businesses in Harlesden reflect the diverse mix of communities

living locally, and provide important cultural resources to the Afro-Caribbean, Somali, Brazilian, Eastern European communities and more.

3.53 **Cost:** the final funding requirement is therefore to provide a revenue funding source of up to £0.5m for local capacity building and businesses support. The fund will support:

- a) capacity building to support local governance and future programming of newly created or enhanced facilities. This could be led by a consortia of the numerous active community groups in the town centre including the business community, which will be capable of pushing forward with wider plans, such as for a street market, and a cultural events calendar to maximise use of the new assets that are proposed including the workspace, cultural space, and new community space. Harlesden businesses are already seeking to establish themselves as a Community Interest Company (CIC) so could coordinate fundraising, cultural events, and marketing for the town centre and wider community.
- b) micro-loan scheme aimed at the local business base to support them with investment that will support investment in digital presence and diversification of their businesses all with the aim of helping them to reach a wider consumer audience and 'future proofing' against competition from OOC and wider trends away from traditional retail.

3.54 If the council provides revenue funds for the micro-loan scheme, it is possible the council could secure capital from the GLA's GGF as 'match' to provide a mixed funding stream. There is precedent of other local authorities in London securing funding from the GLA for grants and micro-loan schemes: Tottenham secured funds under the Opportunity Investment Fund and Croydon Council recently won Good Growth Funding to roll out a grant scheme for local businesses to support diversification on the high street.

Table 2 – 'Sites surrounding Harlesden's core town centre', summarises nearby sites to ensure complimentary uses of assets.

Site - peripheries of Harlesden	Ownership	Current function	Future function	Capital funds being requested?
Roundwood Centre	Council	Youth provision such as Connexions	Alternative Provision School	No
Morland Gardens	Council	Brent Start adult education	Brent Start adult education	No
Fawood and Curzon centres	Council	Children's Centre	Family Hub	No

Guidance Notes for acquisition in Town Centres

3.55 The council has developed Guidance Notes, see Appendix 8, to frame decision making by the council around acquiring properties in town centres.

3.56 It is proposed that these Guidance Notes are used to support consideration of property acquisition on a case by case basis, related to the merits of the acquisition either commercially, to enable development of new homes or workspace, or to bring a property back into use or to change use to enhance the town centre.

- 3.57 A strong evidence base of need is required to enable each acquisition, whether that be an identified requirement to respond to new homes or jobs, or to respond to a local gap such as workspace, cultural amenity, or community space.
- 3.58 Decisions will be made according to existing delegated authority, relating to property value.

Next steps

- 3.59 Investment in Harlesden's social and capital infrastructure will unlock many wider benefits as outlined above. This paper seeks a recommendation to release the capital expenditure to deliver on the proposals as outlined above, as well as seeking out external funds where appropriate for refurbishment and fit out, e.g. the GLA's Good Growth Fund (GGF).
- 3.60 If this approval is granted, next steps and key milestones are envisaged as follows:

Table 3

Milestone	Timescale
Good Growth Fund Stage 1 application submitted	14 th October 2019
Cabinet approval sought	11 th November 2019
Good Growth Fund Stage 2 deadline	February 2020
GGF awards announced	March 2020
Detailed designs commissioned and Planning permission sought	March-July 2020
Delivery agreements signed with the Methodist Church	March 2020
Delivery of Phase 1 commences	August 2020

4.0 Financial Implications

- 4.1 This paper requests the release of capital funds from the council's capital resources, as detailed in Appendix 1.
- 4.2 In addition, the Methodist Church aim to apply for £0.5m of NCIL matched with £0.5m of GLA Good Growth Funding in order to deliver their proposed project.
- 4.3 The report also requests £0.5m revenue funding to support the objectives outlined in 3.52 above. This could potentially also attract £0.5m GLA match (capital) to bring the overall capacity building funding pot to a total of £1m.
- 4.4 The costs noted above are currently indicative and may fluctuate once more detailed design and costings have been commissioned. It is also worth noting that a valuation is being commissioned for Picture Palace before a formal offer can be made to the current freeholders.
- 4.5 Initial estimates have been included to cover development fees and the development of more detailed designs.
- 4.6 Under current proposals, the Council would have no ownership or lease over the Methodist Church and would not benefit from any capital appreciation. The Council would be reliant on the delivery partner to maintain the asset. There is precedent in the council for managing capital projects where the council does not own the assets (e.g. Academy capital programmes). Service Level Agreements or Memorandums of Understanding would need to be agreed with partners to ensure the capital works are committed to by both parties upon

receipt of the capital finance, and that they also commit to the management of the space to mitigate risk of empty public facing spaces.

- 4.7 If Cabinet approves the acquisition of the Picture Palace, the council would benefit from the capital appreciation associated with the proposed improvements. It is anticipated that the building will generate some ongoing revenue income from leasing the space but this will vary depending on what the usage is.
- 4.8 It is estimated that the Picture Palace building could generate a rental income of between £0.05 - £0.08m per annum, based on ensuring affordability for a community led use. This could be workspace, a cultural use, or combined use.
- 4.9 The conditions attached to any external GLA funding and any deadlines for on-site completion are not yet known and will be reviewed before releasing any council capital.
- 4.10 Any local grant funding would need to be carefully managed to ensure that funds were appropriately used and spend could be monitored by the council.
- 4.11 The council capital contribution could be taken from the Land and Property acquisition fund of which a provision of £45m is currently held within the capital pipeline schemes approved by Cabinet.
- 4.12 If agreed, adequate revenue provision will need to be set aside from the Corporate revenue budget for the proposed £0.5m seed funding.
- 4.13 While the Picture Palace is vacant there will be revenue costs for security checks on the building as well as business rates. This may be mitigated by a 'meanwhile use' of the building for event based activities prior to completion of final building designs, planning approval, and the competition to lease the building.
- 4.14 Taxation has not been considered at this point and VAT advice may need to be sought at a later date.

5.0 Legal Implications

- 5.1 Regarding the acquisition of the Picture Palace building, Section 120 of the Local Government Act 1972 provides that the Council may acquire by agreement any land whether situated inside or outside the Brent area for the purpose of a) any of its functions allowed by statute b) the benefit, improvement or development of its area.
- 5.2 The Methodist Church are eligible to bid for NCIL. NCIL receipts have to be applied support the local area by funding the provision improvement replacement or maintenance of infrastructure and anything else that is concerned with addressing the demands that development places on an area. The Council is to engage with communities to determine how these funds are to be allocated.
- 5.3 It is proposed that the Council bid to the GLA's Good Growth Fund to secure capital funding. The precise detail of the GLA's Good Growth Fund grant agreement will need to be agreed with the GLA. Any grant funding received will be subject to certain conditions such as, match funding by the council; grant money is spent on capital; the schemes will be delivered to programme to agreed dates. Failure to adhere to such conditions could require the Council to refund some or all of the grant received.

- 5.4 The Council will be responsible for ensuring that any funding awarded will be spent in accordance with all applicable legal requirements, to include state aid, public procurement law, wider public law (including the Public Sector Equality Duty), and planning law.

6.0 Equalities Implications

- 6.1 These proposals seek to increase capacity for workspace, community space and civic space in Harlesden town centre. It is important to recognise that new interventions of the kind specified above can have negative equality implications if the access to and benefits from the new facilities are not equally distributed amongst the various communities and groups who currently live and work in Harlesden.
- 6.2 Negative perceptions of gentrification can occur if the impression is given that the new facilities are aimed at newer, more affluent arrivals to the town centre, even if that is not the reality. There is also a genuine risk that the primary beneficiaries of workspace and cafes in particular are a more affluent resident group who do not accurately reflect the diversity of the ward/town centre.
- 6.3 To mitigate this risk, the council has taken a comprehensive and proactive approach to engage with a wide range of stakeholders in the research and development phase of the project (see Appendix 2). This ensures their voices have been heard when designing interventions that reflect the needs of a range of community groups from across a cross-section of society. It also means that a wider range of people will feel ownership over the new facilities and therefore feel they have permission to use them.
- 6.4 Finally, where more formal partnerships are required to bring spaces back to use, programming is being agreed with local groups wherever possible to ensure that existing groups, residents, and businesses are the primary beneficiaries of the new facilities.

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

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Appendix 2 – Table of engagement and community consultation

Over a period of six months from March to August 2019, a comprehensive engagement process has seen detailed conversations take place with over 40 local organisations including CVS and businesses and over 100 members of the public.

Engagement was led by the council's Property team and the Employment, Skills, and Enterprise team and has directly fed into the proposals outlined in the paper.

A brief outline of the engagement undertaken is as follows:

Date	Purpose	Attendees
February 2019	Initial 121 meetings with key community groups to establish trust and ascertain their priorities for town centre improvements.	<ul style="list-style-type: none">• Harlesden Neighbourhood Forum• SAAFI Somali Action Group• Harlesden Town Gardens• Harlesden Area Action Group• Salvation Army hosts• Harlesden Festive Lights Committee
March 2019	Ward member briefing – in person briefing and written briefing circulated to Ward Members and the Lead Member, ahead of public drop-in session on future development in the town centre.	<ul style="list-style-type: none">• Cllr Tatler (Lead Member for Regeneration, Property and Highways)• Cllr Patel (in her role of Ward Member for Harlesden)
March 2019	Public drop-in consultation, led in an interactive style with maps and histories of Harlesden available for people to pin their views onto and discuss their aspirations and concerns with officers and architects.	<ul style="list-style-type: none">• Over 40 local residents
April 2019	Business engagement surveys with over 20 businesses in Harlesden town centre.	<ul style="list-style-type: none">• Various high street businesses
April 2019	Engagement session with local residents, community groups and businesses specifically regarding Design Works and its future uses.	<ul style="list-style-type: none">• Local businesses• Local CVS• Local residents• Survey to young people
May 2019	Attendance at Harlesden Neighbourhood Forum to brief wider members of the study and to gauge their views.	<ul style="list-style-type: none">• Harlesden Neighbourhood Forum (HNF) members• Crisis staff (HNF Chair and Secretariat)

May-June 2019	Engagement with stakeholders including owners of various key sites in Harlesden, young people, community group leaders and local businesses	<ul style="list-style-type: none"> • Roundwood Youth Centre • BANG Edutainment • Refugee Support Network • Capital City Academy • Design Works tenants • Harlesden Business Association Chair • Sickle Cell Society • Harlesden High Street Artists Gallery • Rev Neto (Harlesden Methodist Church, Chair of Brent Multi-Faith Forum) • Network Rail
May 2019	Written briefing circulated to Lead member and ward councillors	<ul style="list-style-type: none"> • Lead member and ward councillors
June 2019	Face to face briefing with Dawn Butler	<ul style="list-style-type: none"> • Dawn Butler
July 2019	Engagement session with local residents, community groups and businesses specifically regarding Design Works and its future uses	<ul style="list-style-type: none"> • Local businesses • Local CVS • Local residents • Survey to young people
August 2019	Final presentation to stakeholders on findings of the research	<ul style="list-style-type: none"> • Church leaders • Leroy Simpson/Chair of Festive Lights Committee • Mahogany Carnival owner • Harlesden Area Action Group • BANG Edutainment • Harlesden High Street Artists Gallery • Members of the public

B1

PICTURE PALACE



Page 197



SUMMARY OF PROPOSALS

The Picture Palace is an art-deco former cinema building which has since lived many lives, mainly serving as a pub or cinema or a combination of the two. Although it seems to have once been part of a network of cinemas and cultural venues in the area, it is one of Harlesden's only remaining cultural building which risks being converted to a non-cultural use.

Harlesden's underground art movement, particularly within film and digital art, is reflective of the wider cultural context of West London. The Picture Palace offers a fantastic and rare opportunity to capture and exhibit this culture, while delivering on crucial local cultural amenity.

The proposals for the Picture Palace envision a hub of creative activity, serving as an independent cinema with a café/bar on the ground floor. The upper floors can accommodate

creative studio spaces for the digital arts and local film production companies, with a central open space where shared resources and facilities can be located. The proposals would encourage collaboration with local arts organisation such as Harlesden High Street and Beat Radio for the programming of events in the area.

The Really Local Group is another potential collaboration to facilitate the transition of the Picture Palace back as a cinema. They are a social enterprise that create and restore cultural infrastructure through the renewal of high streets. One such example is their project at Catford Mews, which will provide a 3-screen cinema, a cultural venue and flexible community space in a vacant and underused high street unit.

Another key collaboration would be with the Lexi cinema which is located

down the road in Kensal Green. Although this community run cinema is not far from Picture Palace, the process of collaboration with existing cultural infrastructure may enable the formation of networks of cultural venues with similar uses. The cluster of cinemas and venues between Hackney Central and Dalston is one such example where a network of similar uses can offer a range of choices and activities to sustain the cultural programme together.

There is a distribution of home-based film production, video production and photography companies around the town centre that may benefit from affordable and dedicated workspace and the ability to pool resources, exchange knowledge and form networks.

KEY INFORMATION

LOCATION:	26 Manor Park Road
TYPE:	Refurbishment
INDICATIVE COST:	£4,204,326
TIMESCALE:	0-3 years
OWNERSHIP:	JD Wetherspoons
STAKEHOLDERS:	LB Brent
POTENTIAL FUNDING:	GLA Good Growth Fund, Heritage Lottery Fund, GLA Culture Seeds Programme, Arts Council, Future High Streets Fund, Crowdfunding
COLLABORATION:	Brent LBOC, Harlesden High Street, Really Local Group, ACME Artists Studios Ltd, Artists Studio Company, Second Floor Studios

KEY ACTIONS

INTERNAL REFURBISHMENT

- Removal of existing partitions on ground floor
- 2 new soundproofed cinema screening rooms
- Bar/café space to front of building
- New internal lining and electrics throughout ground and first
- New lift
- New partitions on first floor for new studio spaces

EXTERNAL REFURBISHMENT

- Resurface front terrace in line with internal improvements
- Repaint facade, windows and doors towards Manor Park Road
- Feature signage on roof of building
- Feature lighting to emphasise facade and terrace

INTERNAL AREAS

Level	Café / bar (GIA) sqm	Terrace sqm	Cinema (GIA) sqm	Open Plan Workspace (GIA) sqm	Creative studio space (GIA) sqm	Storage, WCs, lift and stairs (GIA) sqm	Total GIA (sqm)
00	545	135	530	0	0	410	1485
01	0	0	0	683	650	152	1485
TOTAL	545	135	530	683	650	545	2970

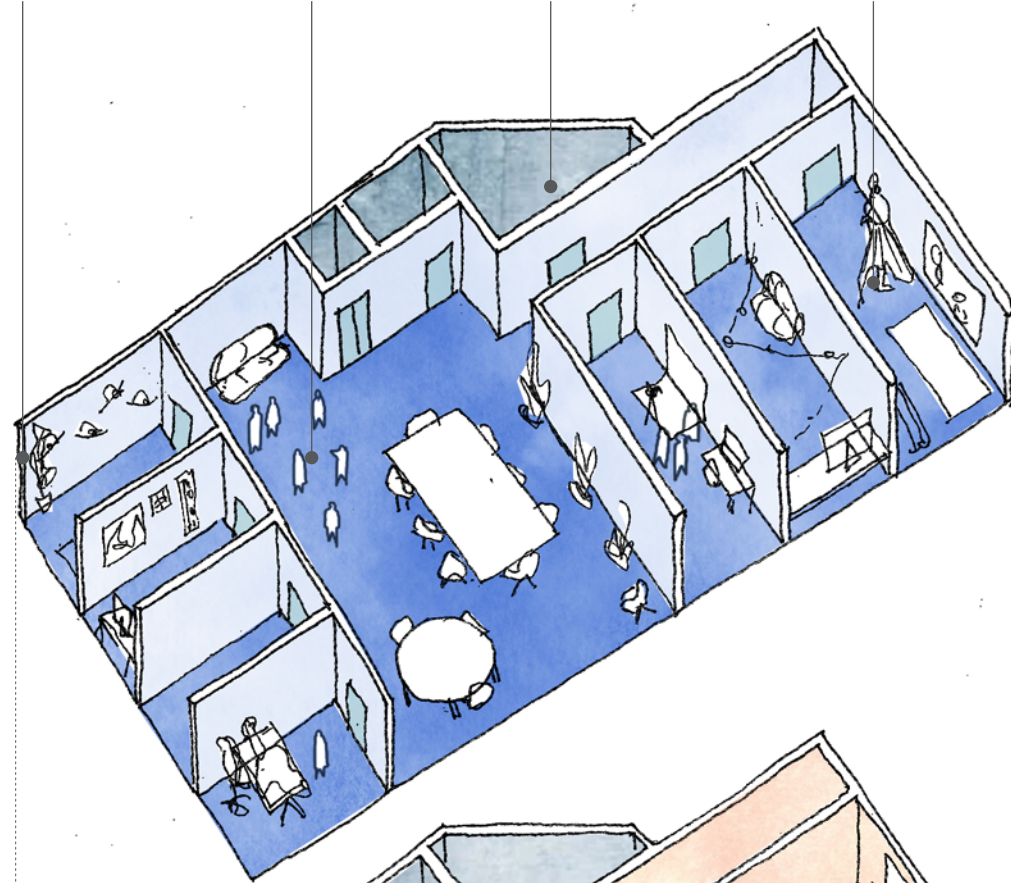
B1 PICTURE PALACE

Small studio spaces
4 small creative studio spaces (50 sqm) for local artists and creatives

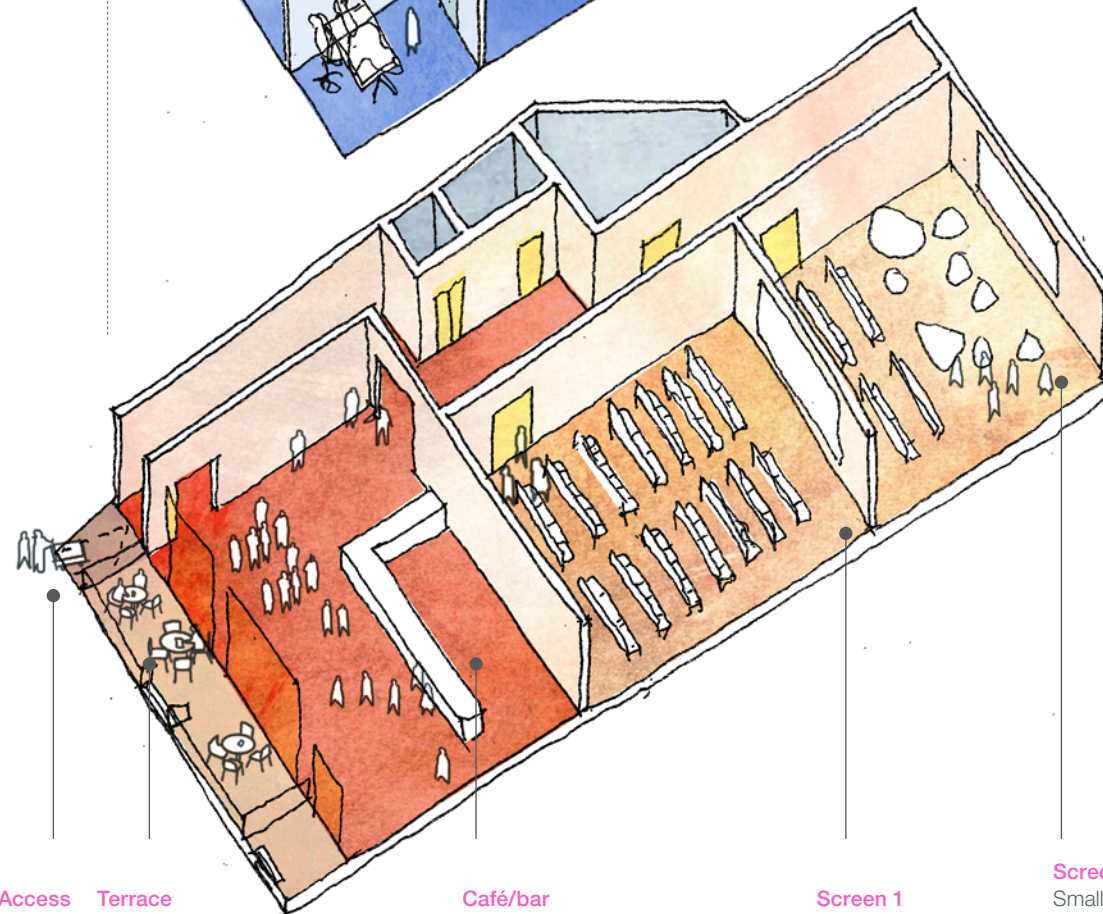
Shared workspace
Open plan workspace for meetings, shared use, co-working and for skills exchange

WC, stairs and lift core

Medium studio space
3 medium sized studio spaces (150 sqm) for creative businesses with larger teams



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00

Access
Step-free access to building and for servicing

Terrace
Improvements to existing terrace as spill out space for café/bar use

Café/bar
Café/ bar at entrance where tickets can be purchased and food and drinks bought for the cinema

Screen 1
Main cinema room with a 250 person capacity (340sqm). Cinema seating with wide screen.

Screen 2
Smaller screen cinema with 150 person capacity (190sqm). Informal seating in the form of bean bags, armchairs and benches.

PRECEDENTS



↑ LEXI CINEMA, KENSAL GREEN

A volunteer-run social enterprise cinema for the local community. They are currently looking to expand their premises and introduce a new screen



↑ WHIRLED CINEMA, LOUGHBOROUGH JUNCTION

An independent and membership based affordable cinema in South London. Members pay a monthly fee of £10 to be able to visit as much as they like with a guest.



↑ BROADWAY CINEMA, NOTTINGHAM

Outdoor seating for café/bar on terrace at the front of Broadway Cinema

A1 WINDRUSH HALL / METHODIST CHURCH



SUMMARY OF PROPOSALS

The Harlesden Methodist Church and the newly renamed Windrush Hall occupy a crucial spatial and social space in the dynamics of Harlesden Town Centre. The church has historically welcomed a wide cultural and ethnic community, reflecting the diverse makeup of the area's varied demographic.

In addition to its religious and faith-based role within the local community, the Church also offers a range of secular events and services for the

wider community. This includes social services such as food banks, advisory services and support for other civic needs.

The recent renovation of Windrush Hall also aligns with the broader aspirations for the church and the hall spaces to provide a more formal community centre function, particularly for the local youth.

Physical and spatial improvements to the buildings would need to be

supported by a programme of youth-focussed activity through various avenues such as music, performance and theatre - building on the area's rich cultural and musical legacy.

The proposal aims to increase the incredible range of cultural activities already hosted in Harlesden Methodist Church and Windrush Hall by reconfiguring internal spaces, and adding a café extension to the High Street.

KEY INFORMATION

LOCATION:	25 High Street
TYPE:	Building refurbishment with new occupiers and public programme
INDICATIVE COST:	£1,303,142
TIMESCALE:	0-2 years
OWNERSHIP:	Harlesden Methodist Church
STAKEHOLDERS:	Harlesden Methodist Church, LB Brent
POTENTIAL FUNDING:	Heritage England, Heritage Lottery, NCIL funding, GLA Good Growth Fund, ACAVA, National Youth Arts Trust, National Youth Theatre
COLLABORATION:	Roundwood Centre, Refugee Support Network, Beat Radio, Bang Edutainment, Harlesden Business Association, Brent LBOC, other religious and non-faith organisations

KEY ACTIONS

NEW FORECOURT STRUCTURE

- Demolition of existing single storey front and partial side extension on High Street
- Construct new glass front extension to High Road to include new café, access doors to Church Hall and Nursery
- Café space to support events such as weddings, funerals and other church-related activities

COVERED WALKWAY

- New, glass canopy structure over existing walkway to secondary entrance for church

INTERNAL IMPROVEMENTS

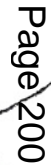
- Strip out ground floor internal partitions in Windrush hall to create 2 flexible community spaces
- Install sliding doors and hinged partitions, with new internal linings and electrics
- Realign internal partitions and new structural opening between Hall and stairwell at ground floor for enlarged atrium and reception
- New lift and accessible entrance on Tavistock Road
- Realign partitions at rear of church on ground floor
- Nursery and ancillary spaces to remain as existing
- Redecorate existing WCs at ground and first floor

PUBLIC REALM IMPROVEMENTS

- Feature paving to demarcate entrances on High Street and Tavistock Road
- Maintain a no-parking zone in front of both entrances with a clearance for pedestrians crossing, with some parking provided along Tavistock for drop-off
- Remove fencing and provide stepped access through rear garden to Harlesden Plaza (this should happen once a meanwhile use is established in the adjacent car park

INTERNAL AREAS

Level	Café / Flexible community space (GIA) sqm	Church (GIA) sqm	Nursery / Crèche (GIA) sqm	Hall / event space (GIA) sqm	Resi (GIA) sqm	Reception (GIA) sqm	Office (GIA) sqm	Kitchen (GIA) sqm	Store and WC (GIA) sqm	Total GIA (sqm)
0	50.2	113.6	31.5	64.8	33.9	18.2	8	6.2	19.3	345.7
1	0	0	29.4	123.3	0	0	8.1	0	0.6	161.4
TOTAL	50.2	113.6	60.9	188.1	33.9	18.2	16.1	6.2	19.9	507.1



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- Greening
 - configure planting to demarcate court from street, allowing space for gathering for weddings/funerals

Café / conservatory
Public facing function
in new conservatory
structure at front
of Church building.
Potential to host
events.

New covered walkway

Secure play area
Play area for crèche is maintained, with entrance from within Windrush Hall

Event halls
Removal of existing partition walls to open up event spaces.
Foldable partitions to allow temporary subdivision of space

Stepped access
New steps and gate leading to Harlesden Plaza meanwhile use



Accessibility
New lift to provide access to first floor

Nursery/Crèche
Relocated nursery to increase privacy and free up the frontage to the High Street

PRECEDENTS

THE GRANVILLE,
SOUTH KILBURN

A community-led mixed use regeneration of a former church hall owned by Brent Council. It provides workspace and community facilities including a children's centre and community kitchen.

The frontage is re-activated with a new stepped structure in bold colours, emphasising the transformation of the old building to provide new functions. (RCKA)

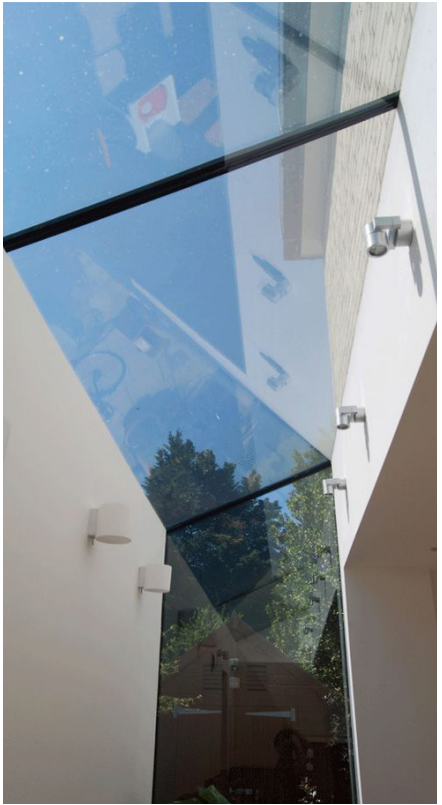


↓ THE ESTORICK
COLLECTION CAFÉ,
ISLINGTON

A light touch extension creates a social space away from the high street and a more welcoming frontage. A glazed infill creates a new access route with plenty of light, easing management of the spaces and accessibility for visitors. (Nathaniel Gee)

↑ THE SHEFFIELD CENTRE AT ST. JAMES CHURCH

A church that brings a diverse section of the local community together by cross-programming their space. A post office, stationary shop, café, children's soft play area and concert venue provide useful services and opportunities for socialising, whilst any revenue regenerated feeds back into the charity.



↑ ALL SOULS CHURCH, HARLESDEN

Harlesden has its' very own example of a church extension that provides a welcoming entrance and events notice board to keep locals engaged and informed.



← THE
BARTLETT
SCHOOL OF
ARCHITECTURE,
UCL

Flexible partitions allow both large events/ meetings and more intimate uses whilst keeping circulation routes clear and without cluttering the spaces. (Hawkins/ Brown)



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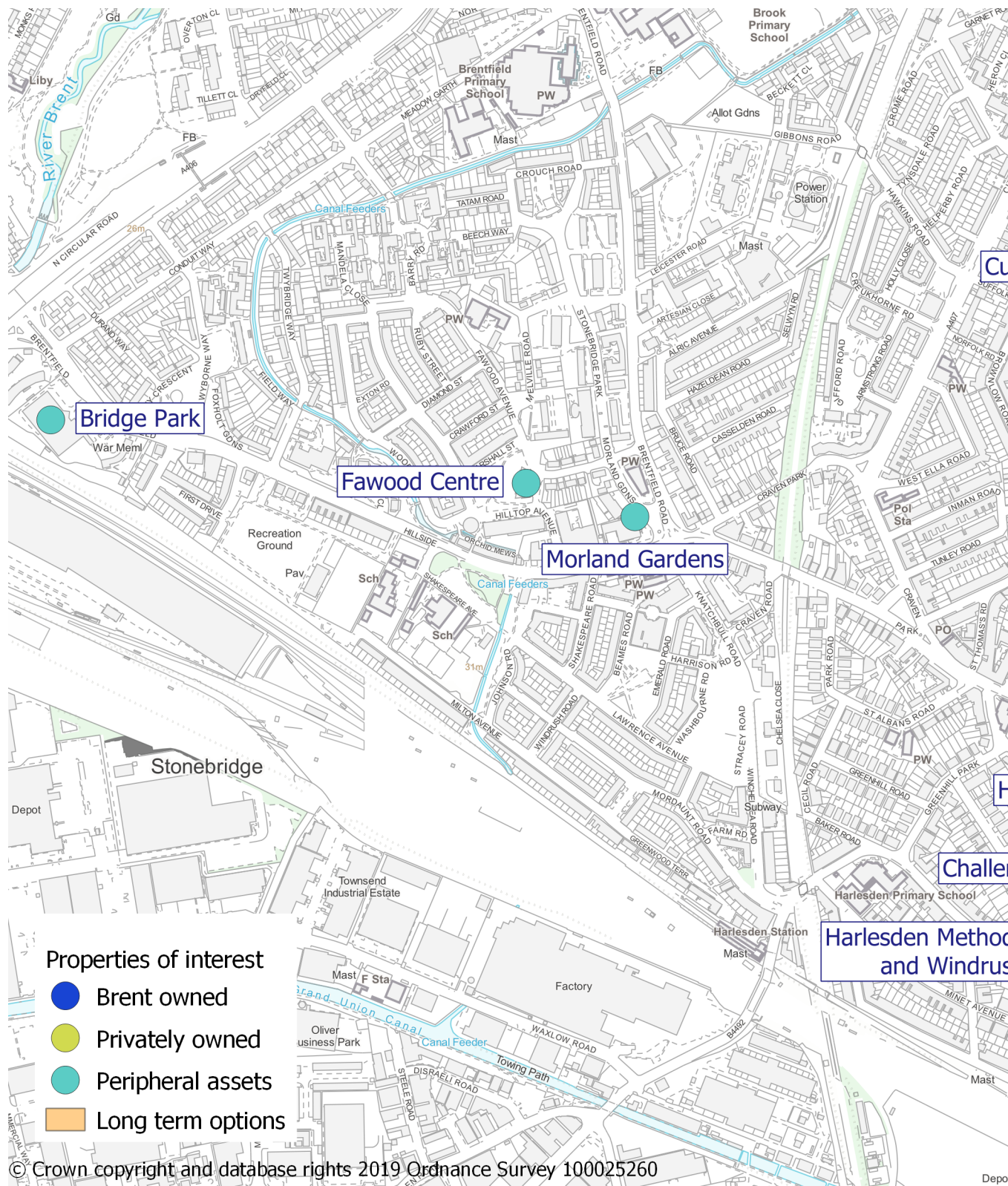
Appendix 5: long term proposals for Harlesden Town Centre

1. Designworks – The Designworks is a set of partially serviced offices owned by Brent Council and located close to the centre of Harlesden. The building is spread over three floors with individual units and has a total net internal area of about 953.8 sqm. There are currently 15 local businesses based at Designworks on various tenancy arrangements that provide a range of commercial and community services, but the council recognises that the building is coming to the end of its useful life and is considering options for redevelopment.
2. Harlesden Plaza – This site is the most significant regeneration opportunity in Harlesden, outside of Willesden Junction Station, and has the potential to provide housing, workspace, and new public space that could be animated by cultural and community events. Private investment/development may be encouraged or council could seek more control over the site. Meanwhile uses should be explored in the shorter term, if a dialogue can be developed with the landlords, LCP (parking company).
3. High Street Pedestrianisation – The high street from the Jubilee Clock to Tavistock Hall is already semi-pedestrianised with bus only access. It is proposed that this could be fully pedestrianised in the longer term, with buses re-routed which could enable a number of economic or cultural activities to take place in the heart of Harlesden. There is precedent of re-routing busses on that route for one-off events and during previous highways improvements.
4. Cycle Route 23 – Any public realm and highways proposals in the heart of Harlesden should be considered in light of the plans for Cycle Route 23 with proposed investment from TfL. They should also address concerns from local residents and businesses about the high traffic flow of HGVs through the town centre which has a negative effect on dwell times in the town centre and limits the potential for businesses to provide outdoor seating.
5. Street Market – A world food market has been considered to draw out and celebrate the culture and food of Harlesden. There is some local support for such a proposal, but it would need to be developed carefully, considering safety concerns and potential issues of duplication of existing product or creating competition with current businesses.
6. Potential development or workspace opportunities – a number of sites, some of which are in public ownership such as County Courts, Telecoms Building, Bus Depot, Carpark at Willesden Junction Station and Furness Road Park, are all key locations in Harlesden and underutilised at present. Development would depend on plans of external partners, and can be explored outside the scope of this paper.

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Appendix 8 - Property Acquisition in Town Centres – Guidance Notes (26.09.2019)

Introduction

Brent's town centres serve a wide range of needs. They are highly social, diverse and accessible places which support jobs, provide transport connections and are a place for communities to meet. They are the heart of the community – almost everyone who lives in Brent lives half a mile from a high street.

However, town centres across London are undergoing change, with many facing challenges which threaten the value they offer those living and working in them. These include:

- Increased rates and complex regulations
- Affordability pressures linked to rising property values
- Increasing dominance of online retail
- National-level policy changes and cuts to public services.

A number of town centres in Brent have relatively high vacancy rates that are clustered in peripheral areas of high streets. This is indicative of decline and action is needed to address this.

We recognise that the role and function of town centres must change from something retail-centric to something more experiential. Town centres must diversify, and the council has a vital role to play in ensuring Brent's town centres are able to thrive. By properly discharging our duties with regard to the acquisition of town centre property, we can intervene when appropriate in order to enhance town centres.

Commitments

This document is underpinned by key promises set out in the Borough Plan and the Local Plan.

Borough Plan:

We want to build resilient local communities. We are committed to rejuvenating nine priority town centres in the borough, and investing in initiatives which will reverse decline and support diversification, employment and enterprise.

Local Plan:

We will support the use of vacant or under-utilised sites for occupation by temporary uses that will be of benefit to a town centre's viability and vitality. Proposals for workspace, new markets and street-food outlets are encouraged as well as other seasonal and temporary uses. Temporary entertainment and leisure use will be supported, especially those which will potentially enhance and promote Brent's diverse communities, foster good community relations and help eliminate discrimination.

Rationale

The complex nature of property acquisition demands a case-by-case consideration of projects. However, acquisitions should be considered where doing so could promote or improve the economic, social or environmental wellbeing of the area, and add value to the community whilst not representing the best financial return (though the acquisition should represent the best consideration obtainable).

The following guidelines will help determine viability:

- A response to local evidence of a need – housing, workspace, cultural amenity, community space
- A response to growth pressures such as population growth and the need for new homes and jobs
- Improvement to the physical environment to enhance the experience of the town centre for visitors, residents and businesses
- Alleviation of local issues by improved place design, such as antisocial behaviour or environmental hotspots (e.g. fly tipping)
- Opportunities for upskilling the local population and helping to provide a sense of community/belonging
- A facility/enterprise that will be utilised by a variety of different community groups
- Viability of the site for development or commercial use (e.g. nature of tenure being offered. i.e. freehold or leasehold, the market value, price, condition of the property, return on investment potential, ongoing costs of ownership)
- Site investigations and valuations to establish whether there are any constraints on the site or any restrictions to the proposed use.
- Consideration of any existing or potential planning issues.
- Title investigation of the site
- Finance to be consulted with regard to VAT and SDLT implications of the acquisition.

Considerations when acquiring/leasing property for social, economic or environmental purposes, below the optimum commercial return on investment.

- If the intention is to lease the building to an organisation responding to local need and delivering social value, the council should consider the organisation's aims and how they link with our objectives
- Assess if there are viable alternative options
- Assess the revenue and potential opportunity costs to the council in the short and longer term
- Evaluate whether the community organisation is sustainable, and appropriately governed
- Allow for competition if there is interest from more than one organisation
- Clarify the level of collaboration required with the council, in response to the council's aims
- Consideration of the open market value of the property and the value for money of the proposition

- If the opportunity cost can be demonstrated to fulfil legal requirements

Consultation and evaluating local need

- It is preferable that evidence of need is established in the high street. This may be based on socio-economic needs, such as unemployment, skills and income. Or, it may be that there is an evidenced gap in local amenity, such as cultural space, community space or workspace.
- It is preferable that consultation will have been completed with local communities (which may need to include residents and businesses) to identify their perceptions of what is required in the town centre, what is missing, what would benefit the future of the high street, and their views on key assets. This can help to validate the proposed acquisitions and uses of buildings.

Assessment of socio-economic benefit to town centres

The following are potential measures of success, which will depend upon the preferred use of the building in responding to local need:

- Number of people that will benefit through participation or membership
- Reduced vacancy rates (particularly long term); improved/ widened offer Economic growth
- Creation of workspace/employment and apprenticeships; generation of business rates
- Improved public realm (clean, safe and green); Improved access via different transport/ travel modes.
- New uses (measurable by number of users and increase in physical footprint of community uses)
- Housing growth: New development (number of units).
- Vibrancy of town centres: Footfall and usage by different communities.


Decision making

- Acquisition of property will be governed by the principles set out in the Investment Strategy (reviewed annually), and the council's constitution. The Investment Strategy highlights the council's options to invest in *treasury management investments, service investments, and commercial investments*.
- It is suggested the Investment Strategy be reviewed to ensure it reflects the ability to consider socio-economic factors including community need.
- Any acquisitions will be in accordance with the council's constitution and Delegated authority will be applied accordingly.

Monitoring

- This document will be subject to regular monitoring and review.

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	Cabinet 11 November 2019
	Report from the Strategic Director Regeneration and Environment
Local Implementation Plan (LIP) Annual Spending Submission 2020/21	

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	Two: Appendix 1 - Local Implementation Plan (LIP) 2020/21 proposed schemes Appendix 2 - Brent LIP 2020/21 Annual Spending Submission
Background Papers:	None
Contact Officer(s):	Sandor Fazekas Project Development Manager Email: sandor.fazekas@brent.gov.uk Telephone: 020 8937 5113

1. Purpose of the Report

- 1.1. The primary source of funding for schemes and initiatives to improve transport infrastructure and travel choices in Brent is Local Implementation Plan (LIP) funding, allocated through Transport for London (TfL). LIPs set out how London boroughs will deliver better transport in their area, in the context of borough priorities, overarching Mayoral mode aim and Transport Strategy outcomes to deliver 'Healthy Streets and Healthy People'.
- 1.2. This report seeks to update on the provisional LIP allocation and the 2020/21 Corridors, Neighbourhoods and Supporting Measures LIP programme proposed to be submitted to TfL. Following approval by TfL, the schemes and initiatives within the approved LIP programme will be implemented subject to receiving the full funding allocation.

- 1.3. This funding will enable the Council to implement projects which meet corporate objectives around Better Place, Regeneration, Better Lives, Business and Housing Growth, and Demand Management.

2. Recommendation(s)

- 2.1. That Cabinet:

- 2.1.1. Notes the content of this report and Brent's 2020/21 provisional allocation of £2,247,000.
- 2.1.2. Approves the proposed 2020/21 programme of LIP Corridors, Neighbourhoods and Supporting Measures schemes through application of the prioritisation matrix, as described in this report and, subject to TfL approval in December 2019, gives approval to the Head of Highways & Infrastructure to deliver this programme of schemes and initiatives using the allocated budget and resources available.
- 2.1.3. Authorises the Head of Highways & Infrastructure to undertake any necessary statutory and non-statutory consultations in consultation with the Lead Member for Regeneration, Property and Planning, and to consider any objections or representations regarding the proposed schemes.
- 2.1.4. Delegates authority to the Head of Highways & Infrastructure in consultation with the Lead Member for Regeneration, Property and Planning to make the decision on whether to deliver the proposed schemes following consideration of the objections and representations in the consultation process. If, in the opinion of the Head of Highways & Infrastructure that significant objections are raised, he is authorised to refer such objections to Cabinet for further consideration and make a decision on whether to deliver the proposed schemes.
- 2.1.5. Notes the scheme allocations are provisional and that schemes may be subject to change during development and following the consultation process.
- 2.1.6. Authorises the Head of Highways & Infrastructure, in consultation with the Lead Member for Regeneration, Property and Planning, to vire scheme allocations where necessary (e.g. pending the outcome of detailed design and consultation) within the overall LIP budget, and in accordance with the Council's financial regulations.
- 2.1.7. Authorises the Head of Highways and Infrastructure to deliver schemes that receive any additional in-year funding as approved by Transport for London, subject to the outcome of consultation, and to brief the Lead Member for Regeneration, Property and Planning, as appropriate.

3. Background

- 3.1. The Council receives a fixed block of capital funding annually from TfL. The funding is made available through Section 159 of the Greater London Authority (GLA) Act 1999 and is called LIP (Local Implementation Plan) funding. This is for the specific

purpose of investing in transport related programmes and cannot legally be spent on other activities.

- 3.2. TfL guidance stipulates that the LIP financial allocation is to be used to support the sustainable management and improvement of the borough's transport network, and influence travel decisions. This accords with the Brent's LIP3 and the Mayor's

Transport Strategy (MTS) and implemented from April 2020 for the financial year 2020/21.

- 3.3. Each year, Councils are required to submit an Annual Spending Submission setting out schemes and initiatives to improve transport infrastructure and travel behaviour in their borough for the forthcoming financial year (2020/21). It also includes an indicative two-year programme for 2021/22 and 2022/23.

4. LIP 2020/21 Bidding Process

- 4.1. The LIP comprises of a number of funding programmes and includes:

- Corridors Neighbourhoods and Supporting Measures: The amount of funding allocated to each borough is determined through a needs-based formula focused on achievements of objectives and outcomes related to the Mayor's Transport Strategy outcomes and overarching mode share aim.
- Principal Road Maintenance: Over the last 2 years only a small allocation has been available to the boroughs for urgent safety critical work, and for annual Pan-London surveys. TfL have advised that for 2020/21 an allocation of £239,000 will be made for resurfacing Willesden Lane (Sidmouth Road to Coverdale Road) under their safety critical works programme. A bid for annual Principal Road Maintenance funding will be submitted in December 2019, based on condition survey data, and TfL will confirm allocations early in 2020.
- Bridge Strengthening and Asset Maintenance: No funding is currently available for 2020/21. A small allocation will be made available for bridge assessments and repairs, with funding prioritised by TfL against set Pan-London criteria. The Council will be informed of the 2020/21 allocation in year.
- Cycling: A discretionary fund for boroughs who were successful in securing mini-Hollands and other cycling initiatives, such as Cycle ways and future cycle routes. Brent has been successful in securing further Quietway-style Cycleway development (Wembley Park to Harrow Weald) and future cycle route 23 development from Wembley Central to Willesden Junction. No funding has been secured for delivery yet.
- Liveable Neighbourhoods: A discretionary allocation which is bid for competitively. It is proposed to submit transport related bids for Park Royal and jointly with the London Borough of Camden for Kilburn High Road.
- Bus Priority: A discretionary fund allocated by TfL on an evidence led approach using TfL bus data. The Council will be informed of the 2020/21 allocation in year.

- 4.2. This report provides details of the methodology used to prepare the Annual Spending Submission to be made for funding in the 2020/21 financial year under the Corridors, Neighbourhoods and Supporting Measures programme.

- 4.3. Should further in-year funding be granted by TfL from LIP programmes other than Corridors, Neighbourhoods and Supporting Measures, the Head of Highways and Infrastructure will brief the Lead Member for Regeneration, Property and Planning, consult on and implement the scheme, as agreed by TfL, in accordance with paragraph 2.1.4 of this report.

5. Developing the Annual Spending Submission 2020/21

- 5.1. The LIP Annual Spending Submission includes schemes identified through a number of sources, including requests from Members and residents; strategic schemes that support the Council's objectives; schemes that have been committed in previous years for multi-year funding; and schemes that have the potential to improve road safety.
- 5.2. Given that funding is limited, it is not possible to deliver all of these schemes, so officers assess the proposed new schemes in a clear and transparent manner, using a prioritisation matrix scoring each scheme against its likely benefits. These benefits reflect the new MTS outcomes and Brent's corporate objectives (linked to regeneration, high streets, public health and air quality).
- 5.3. The Mayor's vision is to provide Londoners with healthy streets. Road safety also plays a part in achieving this and therefore road traffic collision records are also assessed for the area or street under consideration in each scheme to identify schemes that would contribute the most to improving road safety. This is in line with the Mayor's aim to have no fatal or serious injuries on the road network by 2041, and work towards achieving his 'Vision Zero' action plan for London.
- 5.4. Schemes are ranked on their total score and the estimated project costs are added up until the accumulated total scheme costs exceed the provisional 2020/21 funding allocation of £2.247m. Some adjustments are made for existing and ongoing schemes where borough priorities necessitate exceptions.
- 5.5. This prioritisation matrix was established in 2015 and approved by Cabinet as part of the report on the 2016/17 LIP submission. The matrix has been fully updated for the 2020/21 LIP submission to reflect the new MTS and LIP3 guidance.

6. 2020/21 Annual Spending Submission (Corridors, Neighbourhoods and Supporting Measures)

- 6.1. Brent's 2020/21 provisional LIP allocation for this programme is £2,247,000. This is the same level of funding as received for 2019/20.
- 6.2. The delivery programme is updated as part of a 'rolling programme' with every annual spending submission, so schemes are identified not just for the forthcoming financial year but also for the two following years. This utilises one year of 'approved' funding and two years of 'indicative' funding.
- 6.3. Members will therefore note that indicative funding for 2021/22 and 2022/23 are set out in the draft programme for 2020/21 in Appendix A. These funding requirements

are subject to change as schemes are identified and/or developed and cost estimates refined.

- 6.4. The project costs outlined in Appendix A are preliminary broad estimates benchmarked against comparable projects recently undertaken within the borough. As such, these estimates are subject to changes due to design refinement, responses to community consultation and government policy. In the event that a

project costs significantly differ from the estimate, the Head of Highways and Infrastructure, in consultation with the Lead Member for Regeneration, Property and Planning, will consider options for the transfer of available funds to alternative projects as agreed with TfL to the limit of the LIP allocation for the Corridors, Neighbourhoods and Supporting Measures programme.

- 6.5. Members should note that the Delivery Plan now includes an annual allocation of £200,000 for 'Healthy Neighbourhoods'. This funding is intended to support the Neighbourhood Working Structure and provides a means to act swiftly to deliver small scale transport and public realm interventions and improvements in response to local requests and priorities. This funding can also be directed to local road safety improvements and removing barriers to walking and cycling. Schemes will be developed and delivered in consultation with ward councillors and the community. It is expected that the maximum budget for any scheme funded through the 'Healthy Neighbourhoods' allocation will be £25,000 and larger schemes will still need be considered under the prioritisation matrix.

7. Climate Emergency and Air Quality

- 7.1. Brent passed a motion to declare a Climate and ecological emergency at Full Council on 8th July 2019. The development of schemes and initiatives will include a strong focus on removing barriers to walking and cycling, public transport accessibility (including working with TfL on station accessibility), and considering new initiatives to encourage modal shift, targeting work place and school travel, and supporting our emerging strategies. In addition, we will review how Brent could achieve a step change in sustainable travel through modal shift and electric vehicle infrastructure. This review will inform future iterations of the LIP spending programme.
- 7.2. The programme also includes the development of proposals to help improve air quality and create green corridors to provide a better environment and encourage walking, with consideration given to improvements along the A5 corridor.

8. Financial Implications

- 8.1. TfL has allocated the Council a provisional sum of £2.247m against Corridors Neighbourhoods and Supporting Measures programme. Using the aforementioned methodology to identify schemes, the Council ensures that the proposed LIP programme for 2020/21 fully commits to the provisional spend allocation. However, this is subject to final confirmation of the value of the LIP settlement for Brent, which is expected in December 2019. Should the final allocation change then the

programme will be amended accordingly in line with the outcomes from the prioritisation matrix. Should less funding be granted, then the lowest scoring scheme will drop from the programme. If more funding is granted, then the next scheme in the priority list below the 'red line' will be included in the programme.

- 8.2. The Head of Highways and Infrastructure proposes to implement the programme within available resources. Technical staff time (fees) will be charged to the

schemes within the LIP allocations. There should be no additional cost to the Council in implementing these schemes.

- 8.3. The LIP funding stipulates it should be applied to the related financial year and does not permit any carryover of underspend; all works must be committed or completed by 31 March 2021.

9. Legal Implications

- 9.1. Section 144 of the Greater London Authority Act 1999 ("the GLA Act") requires that in exercising any function, London local authorities must have regard to the Mayor's Transport Strategy which sets out the transport policy framework for London.
- 9.2. The Council indicates how it will implement the Mayor's Transport Strategy through its LIP3 (Local Implementation Plan 3) which sets out various objectives. The Council is required to submit a spending submission to the GLA ("Greater London Authority") to demonstrate how it will achieve its LIP3 objectives.
- 9.3. Section 159 of the GLA Act authorises Transport for London to provide discretionary funding to anybody or person, including London local authorities, where the expenditure is, in the opinion of Transport for London, 'conductive to the provision of safe, integrated, efficient and economic transport facilities or services to, from or within Greater London'.
- 9.4. The requirements regarding publication and consultation in the making of Traffic Management Orders are set out in the Road Traffic Regulation Act 1984.
- 9.5. The Council's Financial Regulations are set out in Part 2 of the Council's Constitution.

10. Equality Implications

- 10.1. The public sector equality duty set out in Section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the 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. The protected characteristics are: age, disability, gender, reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

- 10.2. The draft programme has been assessed by way of an Equality Impact Analysis (EIA). The EIA is appended to this Cabinet report. The schemes will overall make Brent a more accessible place for everyone and will help overcome many existing barriers to movement locally and at neighbourhood level.
- 10.3. Furthermore, each of the schemes will be subject to individual equality analysis, and consultation. During the communication and consultation process of individual schemes, due consideration will be given to all protected characteristics including people with learning disabilities, deaf and blind (as well as deaf blind) residents, people with dementia and their carers, young children, young people and older people.

11. Consultation with Ward Members and Stakeholders

- 11.1. The Annual Spending Submission considers potential schemes requested by Members, members of the public and Brent Council officers.
- 11.2. New schemes identified in the programme for 2020/21 will have non-statutory and any necessary statutory consultation completed as part of the planning, design and delivery process. If, in the opinion of the Head of Highways & Infrastructure that significant objections are raised, he is authorised to refer such objections to Cabinet for further consideration and make a decision on whether to deliver the proposed schemes.
- 11.3. Where objections and/or representations are received and they cannot be resolved or removed through further design changes and achieved within funding available, these will be referred to Cabinet for further consideration.

12. Human Resources/Property Implications (if appropriate)

- 12.1. There are no direct staffing implications arising from this report.

Report sign off:

Amar Dave

Strategic Director of Regeneration and Environment

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Local Implementation Plan (LIP) 2020/21 proposed schemes

Key to Ward Abbreviations

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

Brent Council LIP Three Year Delivery Plan 2020/21 – Corridors, Neighbourhoods and Supporting Measures schemes

Scheme	Description	20/21 Stage	Affected Ward(s)	Scheme Value (£k)		
				20/21	21/22	22/23
LIP Policy, programme & monitoring	Resource related funding for development work relating to future year's LIP schemes/programme.	Deliver	Borough-wide	50	50	50
Travel awareness programme	Travel awareness work such as events and promotional activities, magazine articles and adverts to further promote and raise awareness for sustainable transport across Brent.	Deliver	Borough-wide	25	25	25
Installation of Electric Vehicle Charge Points (EVCPs)	To manage the delivery of electric vehicle charging points (EVCPs) in Brent - both Source London charge points and residential (lamp column and flush) EVCPs (GULCS).	Deliver	Borough-wide	5	5	5
Healthy Neighbourhoods	Area based approach to deliver healthier streets to meet borough and MTS priorities based on a Neighbourhood working structure.	Design, develop and implement	Borough-wide	200	200	200
Local Safety Schemes - Investigation	Investigation, design and consultation of new local safety schemes aimed at areas of existing poor history of road traffic collisions.	Design & develop	Borough-wide	160	200	200
Local Safety Schemes - Implementation	Implementation of local safety schemes after design, consultation and costings have been completed.	Deliver	Borough-wide	1042	1032	1102
Review/amendments of existing and future 20MPH zones	Amendment and review of existing 20MPH zones.	Design, develop & implement	Borough-wide	10	10	10
Walking and Cycling supporting engineering measures (STP/ schools)	Development and delivery of accessibility and pedestrian safety measures around and on the routes to various schools, including places with barriers to walking in the borough. This programme includes the expansion of the school streets programme.	Design, develop & implement	Borough-wide	220	220	220

APPENDIX A

Scheme	Description	20/21 Stage	Affected Ward(s)	Scheme Value (£k)		
				20/21	21/22	22/23
Bike It Project, Sustrans/Brent	A partnership project with Brent NHS, Sustrans have been commissioned to lead on this targeted cycling development project, offering training and promoting the health/lifestyle benefits of cycling.	Design, develop & implement	Borough-wide	35	35	35
Adult & child cycle training programme	An annual programme of cycle training activity delivered on behalf of the Council by Cycle Training UK.	Deliver	Borough-wide	100	100	100
West Sub-region Travel Planners	Brent's contribution to the travel-planning support provided to the borough by the West London Travel Planners - based in Ealing (via the "WestTrans" Partnership).	Deliver	Borough-wide	40	40	40
Walking and Cycling supporting Non - engineering measures (inc. STP schools)	Smarter Travel interventions linked to the development of School Travel Plans (STPs) across Brent. Funding used for supporting materials for STP work within schools.	Design, develop & implement	Borough-wide	45	45	45
Education, Training & Publicity (ETP) initiatives	Road danger reduction related activities across the borough, such as awareness raising campaigns and other promotional activities related to making a Brent's roads safer for all users. Increased allocation which now incorporates the highly successful and well received "Theatre in School" Programme.	Deliver	Borough-wide	50	50	50
Environmental health initiatives – Air Quality	Continued support for Brent's Environmental Health team for localised air quality monitoring linked to motor-borne air pollution/roadside diffusion tubes and reports/studies linked to this area. Linkage with WestTrans/sub-regional air quality monitoring.	Deliver	Borough-wide	15	15	15
Waiting and Loading restriction reviews	Development and delivery of new/review existing waiting & loading restrictions/addressing problematic locations in the borough.	Design, develop & implement	Borough-wide	80	80	80

APPENDIX A

Scheme	Description	20/21 Stage	Affected Ward(s)	Scheme Value (£k)		
				20/21	21/22	22/23
Accessibility & Disabled person's parking places	Providing disabled person's parking spaces across Brent to improve accessibility for disabled persons.	Design, develop & implement	Borough-wide	25	25	25
Signing & lining reviews	Reducing sign clutter throughout the Borough.	Design, develop & implement	Borough-wide	25	25	25
Walking and Cycling Supporting Measures (Non STP)	Measures to support the development of a borough-wide network of safe and attractive cycling and walking routes	Design, develop & implement	Borough-wide	90	60	10
Air Quality/Greening	Tree planting and other greening including rain gardens to improve air quality, make walking more attractive and develop a network of public green corridors.	Design, develop & implement	Borough-wide	30	30	10
TOTAL 2020/21 LIP Funding Bid for Neighbourhoods, Corridors and Supporting Measures				£2,247,000		

Brent Local Safety Schemes – Investigations

The following local safety schemes are provisionally listed for design in 2020/21. Completion of design is subject to change based on budgetary constraints, community support, policy compliance and impact on other schemes. Therefore, no assurance can be given that all schemes listed below will be delivered.

Scheme	Description	Affected Ward(s)	Scheme Value (£k)		
			20/21	21/22	22/23
Park Lane (near King Edwards Park) and Park Lane (near Wembley Hill Road)	PELICAN crossing on Park Lane near King Edwards Park and for one on Park Lane near Wembley Hill Road.	PRE/TOK	20	95	0
Walm Lane, Station Road to Anson Road	Traffic calming - speed humps and/or 20mph zone.	MAP	20	130	0
Woodcock Hill - Kenton Road / Kenton Lane	Improved pedestrian crossing facilities.	KEN	20	50	30
Manor Farm Road	Road widening / pedestrian crossing / speed cameras / traffic reduction measures.	ALP	20	100	20
Hay Lane - Stag Lane to A5	Collision Casualty/Road Danger Reduction Programme. (Design & Consult 2018/19, Implementation 2019/20 - 2020/21).	FRY QBY	20	85	30
Fryent Way (Fryent Close to S of Valley Drive)	Collision Casualty/Road Danger Reduction Programme. (Design & Consult 2018/19, Implementation 2019/20 - 2020/21).	FRY BAR	20	60	20
Air Quality/Planting/Green Corridors	Provide safer and improved walking environments with new trees and greening.	Borough-wide	20	90	10

APPENDIX A

Scheme	Description	Affected Ward(s)	Scheme Value (£k)		
			20/21	21/22	22/23
Vision Zero	Borough-wide study to identify hard and soft measures interventions and education to support the Vision Zero accident reduction programme.	Borough-wide	20	20	20
2019/20 Provisional budget allocation for Local Safety Scheme Investigations			£160,000		

Brent Local Safety Schemes – Implementation

The following local safety schemes have been designed and consulted on in previous years and are provisionally listed for implementation in 2020/21. Budget allocations are subject to formal costings and scheme implementation is subject to change based on budgetary constraints, community support, policy compliance and impact on other schemes. Therefore, no assurance can be given that all schemes listed below will be delivered.

Scheme	Description	Affected Ward(s)	S106 (£k)	Scheme Value (£k)		
				20/21	21/22	22/23
Watford Road collision reduction	Northwick & John Lyon Roundabouts Casualty & Danger Reduction Programme -	NPK	41.8	0	200	150
Kingsbury Town Centre urban realm and other improvements - Kingsbury Road (Between West of Honeypot Lane to Church Lane)	Town Centre Area Scheme including urban realm / traffic improvements. Ongoing design work to lead to implementation.	FRY, QBY, KEN	0	50	0	0
Shoot Up Hill – Kilburn High Road	Collision Casualty/Road Danger Reduction Programme.	KIL BPK MAP	0	100	0	0
Motorcycles in bus lanes	Design, consultation and implementation of scheme to allow motorcycles and P2W's to use bus lanes following pilot scheme.	Borough-wide	0	80	20	0
Wembley Park Drive / Wembley Hill Road / Park Lane junction	Redesign junction to improve pedestrian safety (fatal accident).	PRE TOK	0	80	80	0
East Lane and Sudbury Avenue and Harrowdene Road, Wembley	East Lane: Congestion alleviation measures to improve bus journeys to Northwick Park Hospital, Sudbury Ave/Harrowdene: One-way traffic flow on both roads - Sudbury Avenue southbound towards Wembley Central / Harrowdene Road northbound away from Wembley Central - due to congestion from parked vehicles.	SUD PRE NPK	0	130	0	0

APPENDIX A

Scheme	Description	Affected Ward(s)	S106 (£k)	Scheme Value (£k)		
				20/21	21/22	22/23
Kingsbury roundabout	Congestion alleviation measures / road safety measures by JFS.	KEN QBY	0	50	0	0
Kenton Road east of Woodrange Avenue to east of Kinross Close	Collision Casualty/Road Danger Reduction Programme.	KEN	0	60	0	0
Blackbird Hill – Forty Lane roundabout	Collision Casualty/Road Danger Reduction Programme.	BAR WHP	0	60	0	0
Harrow Road – Greyhound Road to Wakeman Road	Collision Casualty/Road Danger Reduction Programme.	KGN QPK	0	50	0	0
Barn Hill Area 20 mph	Collision Casualty/Road Danger Reduction Programme.	BAR	0	150	0	0
Harrow Road / District Road junction (near church)	Zebra crossing / traffic calming / road safety measures – high vehicle speeds between bridge and junction.	SUD	0	32	0	0
Kensal Corridor Scheme	Improvements to the public realm to public transport accessibility, walking and cycling and improve safety.	QPK	0	200	200	0
2019/20 Provisional budget allocation for Local Safety Scheme Implementations				£1,042 000		

Brent LIP 2020/21 Annual Spending Submission

Equality Impact Assessment

Department

Regeneration and Environment

Person Responsible

Sandor Fazekas

Created

16th October 2019

Status

Complete

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 primary source of funding for schemes and initiatives to improve transport infrastructure and travel choices in Brent is Local Implementation Plan (LIP) funding, allocated through Transport for London (TfL). LIPs set out how London boroughs will deliver better transport in their area, in the context of borough priorities, overarching Mayoral mode aim and Transport Strategy outcomes to deliver 'Healthy Streets and Healthy People'.

The LIP submission is an annual process and Brent has been granted funding each year since 2004 when the process began. Brent is required to submit an annual spending submission to TfL in the form of a set pro forma to detail how its provisional LIP allocation will be used. In order to inform Members and seek their approval for this, a report, of which this Equality Analysis (EA) forms a part, is submitted to Cabinet detailing the provisional use of this funding.

The LIP submission contains a list of schemes designed to improve highway safety and the public realm as well as on-going borough-wide programmes such as the Bike It project designed to promote cycling in conjunction with Brent NHS and Sustrans, and smarter travel interventions such as the development of School and Business Travel Plans across the borough to support modal shift towards sustainable and active travel.

The Mayor of London recently published the new Mayor's Transport Strategy (MTS) in March which identified three key themes in relation to transport and the movement of people and goods within the wider London context over the next years up to 2041. These are:

- Healthy streets and healthy people;
- A good public transport experience; and

- New homes and jobs.

The overarching aim of the MTS, however, is to have 80 per cent of trips made by Londoners to be made on foot, by cycle or using public transport. The schemes proposed in the LIP 2020/21 submission need to ensure that they underpin the associated nine outcomes of the LTS, including:

Healthy Streets and Healthy People:

- London's streets will be healthy and Londoners will travel actively
- London's streets will be safe and secure
- London's streets will be used more efficiently and have less traffic on them
- London's streets will; be clean and green

A Good Public Transport Experience

- The public transport network will meet the needs of a growing London
- Public transport will be safe, affordable and accessible to all
- Journeys by public transport will be pleasant, fast and reliable

New Homes and Jobs

- Active, efficient, sustainable travel will be the best option in new developments
- Transport investment will unlock the delivery of new homes and jobs

Given that funding is limited, it is not possible to deliver all of these schemes, so officers assesses the proposed schemes in a clear and transparent manner, using a prioritization matrix scoring each scheme against its likely benefits. These benefits reflect the new MTS outcomes and Brent's corporate objectives (linked to regeneration, high streets, public health and air quality).

Latest (2016 based) population projections estimate the number of people living in Brent will increase from 328,800 people in 2016, to 347,200 in 2021 and 393,700 by 2041. This represents an increase of 64,900 people (20%) in the next 23 years. Current population projections, subsequently, represent a different scale of population growth than preceding periods. This growth will vary widely across the borough. This increase brings with it a number of challenges and will mean more people of all ages using Brent's streets and the requirement to tailor schemes to take into account the differing needs of these groups (OFFICE FOR NATIONAL STATISTICS 2017).

Brent has a relatively young population compared to the national average with a median age of 32. The median age varied widely across Brent, ranging from 29 years in Stonebridge to 38 years in Kenton. This compares to the median age of 39 of the population in England. The data shows that in 2016, those aged 60 and over comprised 16% (52,124) of the total population. Those aged 19 and under comprised 25% (84,786) of the total population. By 2041, those aged 60+ are expected to comprise 21% (82,619) of the total population. Their number will have almost doubled. Again, this growth will vary widely across the borough. When compared with 2016 figures, this indicates that Brent will experience an ageing demographic profile (OFFICE FOR NATIONAL STATISTICS 2017).

The schemes which receive LIP funding need to address Brent's changing demographic as well as look to mitigate existing issues linked to road safety and travel behaviour change. Transport for London undertakes an annual survey, the London Travel Demand Survey, the results of which show that Brent has a car mode share of just over 45% (2017) with the active mode share (walking and cycling) accounting for only some 32%. In terms of trips, Brent residents make on average 2.3 trips per person per day (2017) which is made up of 0.74 active trips, 0.67 public transport trips and 1.03 car trips. LIP funded schemes need to look towards the objectives raised in the draft MTS and encourage active trips as well as ensuring that highway safety is addressed.

Killed and seriously injured casualties emerged as theme of significance from the body of research. Brent has had a good deal of success in reducing all road casualties over the period of LIP and LIP2 with reductions in casualties and fatalities. However, in 2018 there were 929 reported accidents, the severity of which has been classified as; 779 slight, 145 serious and 5 fatal. (DEPARTMENT FOR TRANSPORT 2018).

Subsequently, more needs still to be done to meet the Mayor's 'Vision Zero' approach of there to be no deaths or serious injuries from road collisions by 2041. The schemes identified in the LIP submission should go some way to addressing this issue and helping that be achieved.

As yet, there is no evidence to suggest any of the schemes within the LIP submission will have an adverse impact on any of the equality groups listed.

Further consultation will be undertaken for specific schemes which may highlight additional issues and/or needs. As yet, there is no evidence to suggest any of the schemes within the LIP submission will have an adverse impact on any of the equality groups listed. If potentially negative issues are to be identified in further consultation, it is considered that these can be well mitigated, taking on board suggestions during implementation. Brent Council will give due consideration to the specific needs identified and to how to incorporate mitigating measures and opportunities to maximise equality.

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

The LIP aims to improve the highway environment and safety as well as encourage changes in travel behaviour. It therefore will have an effect on everyone who lives, works and/or studies in Brent as well as those who visit. It will also affect businesses that operate in Brent as well as neighbouring boroughs.

Residents, businesses, employees and visitors should all benefit alike from the interventions and schemes delivered as part of the LIP 2020/21 Annual Programme, as they contribute greatly to the wider outcomes of the Brent Borough Plan to make Brent a great place to live and work, where people feel that they have opportunities to change their lives for the better and, where business and enterprise can prosper and where local people can find employment.

The allocation of funding for Healthy Neighbourhoods will provide a means to deliver small scale schemes that will remove barriers to walking and cycling and improve safety and accessibility.

3. Could the proposal impact on people in different ways because of their equality characteristics? If you answered 'Yes' please indicate which equality characteristic(s) are impacted.

Yes. The LIP 2020/21 Programme comprises a programme of borough-wide measures as well as ward specific measures and will therefore impact everyone. However, the LIP may benefit people in different ways and to a different extent because of their equality characteristics.

Protected Characteristic	Positive	Negative	Neutral	Unknown
Age – Young	Yes			
Age - Old	Yes			
Disability	Yes			
Race	Yes			
Religion/Belief			Yes	
Gender	Yes			
Pregnancy/Maternity			Yes	
Sexual Orientation			Yes	
Gender Reassignment			Yes	
Marriage/Civil Partnership			Yes	

Age – Young:

Young people, and in particularly children, make more walking and cycling trips than any other age groups. Young people, subsequently, benefit in particular from investment in active travel. School Travel Plans and the ongoing promotion of walking and cycling most notably enhances their ability to access a wide range of opportunities. These active modes will also help to tackle the problem of childhood obesity.

Young people and especially children aged between 10 and 15 make up the largest proportion of child casualties in the Brent.

Children from low income households are particularly at risk as they are five times more likely to be killed in an accident than those from high income households. Work to reduce further casualties and to identify why and where accidents happen is, therefore, likely to have a considerable positive impact on this equality group.

Younger drivers are at higher risk of death or serious injury and so the interventions within our Road Safety programmes are biased to tackling those groups.

Age – Older:

Older people make a considerable number of walking trips (often in combination with passenger transport journeys). As such they benefit from investments in non-motorised transport.

Gender:

Women are more likely to make pedestrian journeys than men; women, on average, make 15 per cent more walking trips than men (DEPARTMENT FOR TRANSPORT 2011). As such, investments in walking facilities are likely to benefit them disproportionately.

According to the DEPARTMENT FOR TRANSPORT's Personal Security Issues in Pedestrian Journeys (2006) research, women tend to express more personal safety concerns than men; this is particularly so at night, where fear of crime can be a significant travel deterrent. Work to increase the numbers of people walking and cycling and, thus, providing natural surveillance to address such concerns and perception of danger will enable women to gain maximum benefits from Brent's transport network.

Race:

Research has found that in the United Kingdom children from ethnic minorities are up to twice as likely as average to be involved in road accidents while walking or playing. Subsequently, road safety measures could particularly benefit this equality group.

Disability:

(Re)Designing local streets- and townscapes in accordance with the Health Streets principle will minimise the hazards of the pedestrian environment, particularly for people with mobility difficulties and visual impairments. New pedestrian crossing points will be designed to assist those with disabilities (e.g. low kerbs, tactile paving, audio and tactile cones on pelican crossings). Removing street clutter and designing out obstructive parking will also be beneficial for disabled people, especially those with visual impairment and mobility difficulties.

4. Could the proposal have a disproportionate impact on some equality groups? If you answered 'Yes', please indicate which equality characteristic(s) are disproportionately impacted.

As above under Section 3.1.

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

Highway engineering schemes targeting specific junctions or areas with a safety issue may result in changes being made to these junctions/areas. Vulnerable groups of people may therefore find that the physical environment has changed or has been restricted due to road works, which could pose challenges to disabled people and older residents (e.g. blind or partially blind residents, people with dementia, people with

physical disabilities). For example, a zebra crossing may be upgraded to a signal controlled crossing. This would still permit users to cross the road, albeit as part of a controlled crossing instead of relying on drivers to stop.

However, further consultation will be undertaken for specific schemes which may highlight additional issues and/or needs. In this case, Brent Council will give due consideration to the specific needs identified and to how to incorporate mitigating measures and opportunities to maximise equality. If potentially negative issues are to be identified in further consultation, it is considered that these can be well mitigated, taking on board suggestions during implementation. Brent Council will give due consideration to the specific needs identified and to how to incorporate mitigating measures and opportunities to maximise equality. Overall the programme will improve safety and accessibility for all and promote active travel and therefore healthier lifestyles.

6. Does the proposal relate to an area with known inequalities?

Evidence suggests that Brent is delineated by mobility rich and mobility poor communities where lack of transport choice is having a major impact on inequalities. For those who are mobility poor the LIP3 seeks to ensure equal access to key opportunities by improving equality of travel opportunity but in a way that is part of a sustainable approach. This will also have a major impact on health inequalities.

This will provide particular benefits in our most disadvantaged communities.

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

As above under Section 3.1.

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

The LIP3 will relate to the Borough's Equality Objectives 2, 3 and 4 as follows:

(2) To know and understand all our communities. In developing the LIP3, the Council gathered and analysed equality data and work with a wide range of partners to develop a robust understanding of the changing needs of our local communities. This knowledge has informed our planning and decision making.

A wide selection of external data sources, such as data from the 2011 Census and 2016 Mid-Population Estimate and Population Projections, 2017 London Travel Survey, Transport for London's Travel in London reports as well as their analysis of the borough's walking and cycling potential, have been used to identify transportation related challenges for Brent. Other data sources included: Annual Reported Road Casualties in Great Britain Statistics, Public Health England's Public Health Outcomes Framework and the UK Government's Index of Multiple Deprivation.

The LIP Annual Spending Submission includes schemes identified through a number of sources, including requests from Members and residents; strategic schemes that support the Council's objectives; schemes that have been committed in previous years for multi-year funding; and schemes that have the potential to improve road safety.

(3) To work in partnership with voluntary and community led organisations to ensure that services are delivered to the wider community. In developing the LIP 2020/21 Annual Programme, the Council considered a variety of schemes identified through a number of sources, including requests from Members and residents.

(4) To encourage residents to participate and engage with us in order to help us to shape local priorities and improve our performance in service delivery across the protected groups.

The LIP 2020/21 Annual Spending submission as dealt with in this assessment, represents a rather wide variety of schemes, comprising a number of infrastructure schemes ranging in scale and complexity and a suite of complementary borough-wide smarter travel measures.

As yet, there is no evidence to suggest any of the schemes within the LIP submission will have an adverse impact on any of the equality groups listed.

Further consultation will be undertaken for specific schemes which may highlight additional issues and/or needs. As yet, there is no evidence to suggest any of the schemes within the LIP submission will have an adverse impact on any of the equality groups listed. If potentially negative issues are to be identified in further consultation, it is considered that these can be well mitigated, taking on board suggestions during implementation. Brent Council will give due consideration to the specific needs identified and to how to incorporate mitigating measures and opportunities to maximise equality.

The Delivery Plan now includes an annual allocation for 'Healthy Neighbourhoods'. This funding is intended to support the Neighbourhood Working Structure and provides a means to act swiftly to deliver small scale transport and public realm interventions and improvements in response to local requests and priorities. This funding can also be directed to local road safety improvements and removing barriers to walking and cycling. Schemes will be developed and delivered in consultation with ward councillors and the community to meet local needs.


Recommend this EA for Full Analysis?

tbc

Rate this EA

n/a

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 Brent	Cabinet 11 November 2019
	Report from the Strategic Director of Regeneration and Environment
Update on A404 Motorcycles in Bus Lanes Trial	

Wards Affected:	Sudbury, Wembley Central, Tokyngton, Stonebridge, Harlesden, Kensal Green, Queens Park
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	0
Background Papers:	n/a
Contact Officer(s):	Debbie Huckle Team Leader Safety and Travel Planning Email: Debbie.Huckle@brent.gov.uk Tel: 020 8937 5570 Sandor Fazekas Project Development Manager Email: Sandor.Fazekas@brent.gov.uk Tel: 020 8937 5113

1.0 Purpose of the Report

- 1.1 To seek Cabinet approval to make permanent arrangements to allow motorcycles (including all power two wheelers) to use the bus lanes on the A404 Harrow Road

2.0 Recommendation(s)

That Cabinet:

- 2.1 Authorises the Head of Highways and Infrastructure to undertake the statutory consultation on the proposal to make a permanent order to allow motorcycles to use the bus lanes on the A404 in the borough of Brent.
- 2.2 Delegates authority to the Strategic Director for Regeneration and Environment, in consultation with the Lead Member for Environment, to consider any

objections and representations to the proposal to allow motorcycles (including all power two wheelers) to use the bus lanes on the A404 in the borough of Brent, and to make the decision on whether to proceed with the proposed permanent traffic order and amend any traffic management orders, as appropriate.

- 2.3 Authorises the Head of Highways and Infrastructure to undertake the necessary consultation, including statutory consultation, on the proposal to allow motorcycles to use all bus lanes borough wide in Brent.
- 2.4 Delegates authority to the Strategic Director for Regeneration and Environment, in consultation with the Lead Member for Environment:- (i) to consider any objections and representations to the proposal to allow motorcycles (including all power two wheelers) to use all bus lanes borough wide and thereafter, (ii) to make the decision on whether to proceed with the proposed permanent traffic order to allow motorcycles to use all bus lanes borough wide in Brent and amend any traffic management orders, as appropriate.

3.0 Detail

The pilot scheme

- 3.1 On 27th March 2017 the Highways Committee considered a report on the benefits of allowing motorcycles to use bus lanes. The Committee instructed the Head of Highways and Infrastructure to undertake the necessary statutory procedure and necessary work to enable a pilot scheme to allow motorcycles to use bus lanes on the A404 Harrow road. Arrangements were to be made under experimental powers for a period of 18 months.
- 3.2 It was agreed that the Head of Highways and Infrastructure would consider all representations made during the experimental period, and report back to a future meeting of the Highways Committee with the results of the trial and make recommendations for permanently allowing motorcyclists to use all bus lanes across the borough.
- 3.3 Prior to commencing with the experimental order, officers conducted a 28-day consultation with the Metropolitan Police, TfL, the emergency services and neighbouring boroughs and whilst further information was requested by TfL in relation to potential delays with bus journey times no representations were made.
- 3.4 The pilot commenced on 26 March 2018. There was a delay as the pre-trial preparation measures necessary to ensure all the bus lanes on the A404 were suitable for motorcycle use took longer than anticipated. This included assessing the layout (width), traffic flow, current accident data, existing signage, safety inspections, remedial work and the design and implementation of new signage which include a motorcycle symbol to inform riders they are permitted to use the bus lane
- 3.5 This resulted in some bus lanes being resurfaced to fill pot holes and ruts and some worn metal surface utility company inspection covers being replaced. A stage 1 road safety audit was completed to ensure there were no hazards.

- 3.6 During the review of the existing Traffic Management Order (TMO) for the bus lanes, officers discovered a TMO did not exist for some bus lanes, and therefore a consolidation TMO for all bus lanes in the borough had to be conducted.

Current situation

- 3.7 The Highways Committee has since been disbanded and in accordance with the Council's constitution, the decision regarding the proposed experimental traffic order must be made by Cabinet, or be specifically delegated by Cabinet, as it is a high level decision that affects more than 4 wards in the borough.
- 3.8 Members of the Highways Committee agreed in March 2017 that officers would consider the following information in the review to establish if the trial had been a success:
- casualty numbers for all road user groups
 - bus journey times, impact on bus journeys
 - stakeholder views
 - traffic surveys to establish if motorcyclists are using the bus lanes
- 3.9 The casualty data analysis shows that between 2017 and 2018 (April to December) the number of casualties on the A404 has reduced from 252 to 225 and the number of collisions has reduced from 152 to 145. In addition, the number of motorcyclists injured has reduced by 5 from 39 to 34.
- 3.10 The pilot scheme did not result in any delays on bus journey times, information was collated before and during the trial and this indicates there were no adverse effects.
- 3.11 Whilst the trial has been in operation, officers have not received any complaints, and there have been a couple of emails from motorcyclists who support the trial. Officers have contacted stakeholders including the bus companies and they have not experienced any problems relating to motorcycles affecting bus services provided along this route.
- 3.12 Traffic surveys were conducted whilst the trial was in operation and these indicated that all the bus lanes were well used by motorcyclists with between 30 and 150 motorcycles using each section every day. Of the motorcyclists using the bus lanes 97% were within the speed limit.
- 3.13 Currently motorcycles are allowed to use all bus lanes on Transport for London's road network and in the following boroughs:
- Bromley (all)
 - Hammersmith and Fulham (some)
 - Kingston (some)
 - Merton (all)
 - Newham (all)
 - Richmond (some)
 - Sutton (all)
 - Waltham Forest (all)

- Wandsworth (all)
- Westminster (all)

- 3.14 In addition several other London Boroughs are considering allowing motorcyclists to use their bus lanes in support of Vision Zero, working towards the elimination of road traffic deaths and serious injuries. Along with reducing vehicle emissions, which is a key policy in the Mayor's Transport Strategy.

Next steps

- 3.15 Officers recommend that arrangements are made for the consultation to be carried out with the Metropolitan Police, TfL, the emergency services and neighbouring boroughs for a permanent order to enable motorcyclists to use the bus lanes on the A404. Following this, as part of the statutory consultation requirements regarding the proposed permanent traffic management order will be conducted which, includes placing a notice in the London Gazette and local press.
- 3.16 Subject to consideration of the results of the consultation process, if the Strategic Director for Regeneration and Environment, in consultation with the Lead Member for Environment, decides to proceed with the making of the proposed permanent traffic order, officers will then proceed with the implementation of the permanent traffic order.
- 3.17 The experimental traffic order expired at the end of September 2019, after which the previous Traffic Management Order applies which prohibits motorcycles in bus lanes, until the permanent order is made.
- 3.18 However, arrangements will be made to continue not to enforce against motorcycles using bus lanes on the A404 in Brent, and signage will remain in place pending the consultation results and the forthcoming decision of the Strategic Director on whether to make a permanent traffic order in respect of the A404 road.
- 3.19 Officers will assess all bus lanes in the borough and if it is considered that all bus lanes in the whole borough are suitable for motorcycle use, officers will recommend that this is introduced borough wide on a permanent basis and will carry the preparation measures as detailed in 3.4 above. What is proposed in this report is that Cabinet authorises the Head of Highways and Infrastructure to carry out the necessary consultation, including statutory consultation, regarding this proposal to allow motorcycles to use all bus lanes borough wide in Brent. This report also seeks the Cabinet's approval to delegate authority to the Strategic Director for Regeneration and Environment, in consultation with the Lead Member for Environment, (i) to consider any objections and representations in the consultation process to the proposal to allow motorcycles to use all bus lanes borough wide and thereafter, (ii) to make the decision on whether to proceed with the proposed permanent traffic order to allow motorcycles to use all bus lanes borough wide in Brent and amend any traffic management orders, as appropriate.
- 3.20 Subject to the outcome of the assessments officers predict motorcyclists will be able to use all bus lanes in Brent by 2021/22.

Key Dates

The table below details the timelines and report to Cabinet.

Activity	Target date
Go live - Pilot began	26 March 2018
Experimental traffic order expires	25 September 2019
Lead Members Brief	4 September 2019
Leader's Briefing	21 October 2019
Cabinet	11 November 2019
Consultation – Stakeholder and Statutory (42 days)	November/December 2019
Permanent traffic order comes into force on A404	January 2020
Assessments of bus lanes borough wide and consultations	2020/21
Motorcyclist to use all bus lanes	2021/22

4.0 Financial Implications

- 4.1 The cost to implement the permanent order for the A404 is £2,500, which includes the drafting of the order and statutory consultation. It will be funded from the Transport for London Local Transport discretionary fund 2019/20 allocation of £100,000.
- 4.2 The total cost to implement this boroughwide will be approximately £80,000 and it will be funded from Transport for London Local Implementation Plan funding allocation 2020/21
- 4.3 The Council issues penalty charge notices to vehicles entering bus lanes using CCTV. Motorcycles account for a small minority of road traffic and the pilot scheme should not have a significant impact on enforcement arrangements and costs.

5.0 Legal Implications

- 5.1 A traffic authority in Greater London (which applies to the Council in this scenario) is responsible for deciding whether or not to allow motorcycles into its bus lanes in roads for which it is responsible in its borough area and for making Traffic Management Orders in this regard. Taxis and bicycles are currently allowed to use bus lanes.
- 5.2 Statutory consultation will need to be carried out under the RTRA 1984 before a decision can be made by the Strategic Director to make the proposed new traffic regulation order to allow motorcyclists and power two wheelers to use the bus lane on the A406 Harrow Road on a permanent basis.
- 5.3 If the Strategic Director decides to proceed with allowing motorcyclists and power two wheelers to use the bus lane on the A406 Harrow Road on a permanent basis, the Council will be required to make a traffic regulation order under section

6 and Schedule 1 of the Road Traffic Regulation Act (RTRA) 1984 to bring this proposal into effect. This will require amendment of one or more Council's current traffic management orders. This also applies to the proposal to allow motorcycles to be used on all bus lanes in Brent following the consultation process.

- 5.4 Under paragraph 3.12 of Part 3 of the Council's Constitution, strategic and high level highways and transportation matters which includes decisions which affect four or more wards in the borough are outside the scope of the delegated authority of the Strategic Director for Regeneration and Environment and require a decision by the Cabinet. The Cabinet has scope to delegate specific decisions in this regard to the Strategic Director.

6.0 Equality Implications

- 6.1 S149 of the Equality Act 2010 provides that the Council must have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between those who share a protected characteristic, and those who do not.
- 6.2 The proposals in this report have been subject to screening there are considered to be no diversity implications that require full assessment.
- 6.3 The trial proposed does not have different outcomes for people in terms of race, gender, age, sexuality or belief as road users represent all these groups.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 The permanent traffic order process has a statutory consultation requirement for the Council to place a notice of intent in the local press and allow 28 days for responses, this is longer than normal as it could affect neighboring boroughs.
- 7.2 Prior to this officers will consult with the Metropolitan Police, TfL, the emergency services and neighbouring boroughs.


8.0 Human Resources/Property Implications (if appropriate)

- 8.1 There are no direct staffing implications arising from this report.

Report sign off:

Amar Dave

Strategic Director of Regeneration
and Environment.

	Cabinet 11 November 2019
	Report from the Strategic Director of Regeneration and Environment & Operational Director of Integration and Improved Outcomes
Partnership Tasking Team Underspend Options	

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	None
Background Papers:	None
Contact Officer(s):	Colin Wilderspin Interim Head of Community Protection Email: colin.wilderspin@brent.gov.uk Tel: 020 8937 5367 Sue Gates Head of Early Help Email: sue.gates@brent.gov.uk Tel: 020 8937 2710

1.0 Purpose of the Report

- 1.1 This paper sets out the proposal to cease the council funded Met Patrol Plus s92 officers' known as the Partnership Tasking Team (PTT) on 30 September 2019; rather than at the contractually agreed 31 March 2020.
- 1.2 The paper sets out alternative spend options for the remaining 2019/2020 revenue funding allocated for the PTT spend, as well as options for spend going forward, utilising the ring fenced PTT budget from 2020/2021. This involves offering community safety support and diversionary activities for our Safer Brent Partnership priorities, designed to reduce and prevent serious youth violence and support vulnerable young people in Brent.

2.0 Recommendations for Cabinet

That Cabinet:

- 2.1 Note the position with regard to resourcing the PTT beyond 30 September 2019 as set out in paragraph 3.4.
- 2.2 Note the intention to terminate the grant funding agreement with the Police from 30 September 2019, or as soon as possible thereafter.
- 2.3 Agree the allocated 2019/2020 PTT revenue funding should cease from 30 September 2019, or as soon as possible thereafter via Met Police Service (MPS) agreement and reallocate the remaining 2019/2020 budget to provide services for community safety and serious youth violence concerns and interventions.
- 2.4 Agree the allocated PTT revenue funding from 2020/2021 should provide continued services for community safety and serious youth violence concerns and interventions.
- 2.5 Agree the spend options presented in this paper within section 4.0, noting the recommendation within 4.3.

3.0 Detail

- 3.1 In March 2017 Brent Council agreed to fund, in partnership with the Police, 12 additional PTT police officers on the Met Patrol Plus Scheme buy-one-get-one-free offer, Brent Council provided funding for 6 of these officers at a cost of £400k per annum for a period of two years until March 2020.
- 3.2 Since March 2019 the Police have had difficulty with staffing and resourcing the PTT due to current demand and vacancies of MPS personnel. As well as this, the issue of the contract coming to an end and officers also looking for other opportunities and wishing to leave the PTT has also resulted in reduced resourcing. Current officer levels within the PTT have dropped and since around May/June 2019 the PTT have mostly consisted of 4 officers.
- 3.3 Following the cessation of the Met Patrol Plus scheme, and as part of Brent Councils decision to withdraw funding for the PTT from March 2020, the Council has established a Neighbourhood Patrols Team within the Environmental Improvement Service. This team will carry out a number of the current PTT functions including enforcing PSPOs and conducting monitoring patrols. There is currently a pilot team in action since August 2019.
- 3.4 The current PTT provision is no longer sustainable due to vacancies and staffing issues within the Police. This is also reflected in the scope and performance of what the PTT are able to deliver. The expected budget spend for the PTT until the end of Q2 2019/2020 will be approx. £100-120k. This provides approx. £280-300k of the budget remaining for 2019/2020. Due to the vacancies and

staffing issues within the Police, the Police have now indicated that they will be unable to continue to commit to the PTT from 30 September 2019 and therefore will not require further funding beyond this date.

- 3.5 From April 2020 the allocated revenue budget for the PTT (£400k) will also become available for alternative spending. This budget was initially put forward as possible savings. However, considering the evidential need, Cabinet have since agreed to not take this budget as savings. It was agreed to utilise this budget for community safety and serious youth violence concerns, for preventative and diversionary activity.
- 3.6 Serious Violent Crime, including amongst young people, Gang crime, Drug markets, Criminal Exploitation, Community Fears and Tensions continue to be an issue of concern for Brent residents. It is proposed that the remaining PTT 2019/2020 budget and future PTT budget from 2020/2021 could be better utilised to tackle some of these issues and provide an opportunity for prevention, intervention and earlier detection.
- 3.7 This would be done by further enhancing our current intervention provision (currently funded via MOPAC grant funding). The fund would be applied to violence and vulnerability issues related to gaps we have detected in the current provision, to help better meet the needs of our residents and increase our prevention and diversionary offer.

4.0 Alternative Options for the Funding

- 4.1 If the PTT continued at the current rate of 4 officers until 30 September 2019, the unspent budget at the end of the 2019/2020 would be approx. £280-300k.
- 4.3 There are many available options for the council to utilise this underspend within 2019/2020, and the £400k budget from 2020/2021. The favoured option however would be to enhance current provision and utilise the fund to work towards diversionary activities for the priorities and concerns detailed in 3.6.
- 4.4 An options approach has been considered based on partner feedback and discussions around services; this includes feedback from the recent '*Safer Brent for Young People Workshop*' in July 2019, and recent Youth Offending Service (YOS) Inspection. The proposed options are based on an assumption that the services would continue into 2020/2021 and until further review.

The below is a summary of the recommended services:

- a) Mental Health street outreach
- b) Community Safety Liaison Officer – Fixed Term contract
- c) Young Female Diversionary Project
- d) Enhance current LCPF provision (commissioned services)
- e) Enhanced YOS Triage resource

4.5 a) Mental Health street outreach

Following the recognised need for more trauma informed approaches to the way we work, and the heightened need of 'flexible' mental health services for our young people who are engaging in violence and vulnerability issues. It is important we create outreach services to promote usage, and fill the gap where current CAHMS thresholds may not be met.

This service would work in conjunction with the Police and wider Violence and Vulnerability Programme partners, and will offer advice and support to people who may be experiencing mental health difficulties at the preventative stage.

Approx. 12 month costs = £90,000

4.6 b) Community Safety Liaison Officer

Following the now evident need for support and dedicated collaborative prolonged resource following fatal or serious incidents, this post would pilot the benefits offered to a dedicated function for community safety liaison.

This post would primarily offer operational support to Brent Council and work alongside partners to provide targeted response and proactive activities following fatal and serious incidents, as well as enhancing community cohesions and resilience around community safety issues.

Approx. 12 month costs = £55,000

4.7 c) Young Female Diversionary Project

Following a pilot project in 2018, pan London County lines engagement work and best practise projects in other boroughs, the gap in female specific provision to support vulnerabilities linked to gangs and criminal exploitation has been highlighted.

This post would work with 11-24 year old females, who are at risk or are involved in gangs and or criminal exploitation. This would include 1:1 support and group approaches to help support them and make positive decisions for diversion.

Approx. 12 month costs = £63,000

4.8 d) Enhance current LCPF provision

There is currently not enough prevention and intervention provision for the need in the borough, similar to most demanding borough needs. The recent implementation of outreach intervention has proven really useful in helping to engage and divert young people on the fringes of criminal activity and engagement via hotspot tasking through an evidenced base deployment.

This would provide an additional 1.5 FTE to support the current provision for additional outreach services identifying individuals vulnerable to joining a gang and/or other criminal networks.

Approx. 12 month costs = £80,000

4.9 e) Enhanced YOS Triage resource

Recent YOS Inspection feedback has internally highlighted, the possible need for heightened Triage resource for increased Early Interventions within YOS, helping to reduce Criminal Justice disposals.

This intervention would provide an additional 1.0 FTE to support the current provision for additional Triage resource.

Costs over 12 months approx. £58,000

- 4.10 The total estimated cost for all of the five options above is £346k. Community Protection are currently funding a CYP 'Violence and Vulnerability Analyst' post, which is a required post in supporting trend analysis and early detection for young people affected by violence and vulnerabilities. Community Protection do not currently have a budget for this post therefore the £54k left over from the £400k budget would help to fund this post going forward.

4.11 Additional Considerations

- 4.12 Regarding wider spend options not discussed, the Community Safety team continue to explore external funding opportunities. We are currently supporting two bids from a consortium of providers for the Home Office VAWG fund. It has been recently confirmed that additional funds will be made available through the GLA Violence Reduction Unit (VRU) budget into our MOPAC London Crime Prevention Funding budget. This additional grant funding from the GLA VRU budget will need to be spent within 2019/2020. With this VRU contribution, Officers are currently reviewing the current offer of support and diversionary activities in our schools and settings. Officers will ensure any bids or future grant funding align with our priorities and current approach to reduce serious youth violence.

5.0 Financial Implications

- 5.1 Terminating the contract by 30 September 2019 would generate an underspend in the Community Protection 2019/20 budget in the region of £280k - £300k and this underspend would be available to fund the 2019/20 costs arising from the options proposed in paragraph 4 above.
- 5.2 From 2020/21 onwards the recurring budget of £400k within the service would be reallocated towards crime and community safety priorities as set out in the report.

6.0 Legal Implications

- 6.1 There is a current Met Patrol Plus s.92 agreement with the MPS until March 2020, however the MPS has indicated that it will be unable to continue to commit to the PTT from 30 September 2019 and therefore will not require further funding beyond this date and is in agreement that the current PTT funds could be used in a more effective way.
- 6.3 Where a grant agreement is terminated early and this causes an underspend in the budget for the service, this can be used for other purposes in the service subject to anything in the virements and transfers scheme.
- 6.2 The council has a duty under s17 of the Crime and Disorder Act 1998 to have due regard to the likely effect of the exercise of its functions on, and the need to do all that it reasonably can to prevent:
- (a) crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment);
 - (b) the misuse of drugs, alcohol and other substances in its area; and
 - (c) re-offending in its area.

7.0 Equality Implications

- 7.1 An EIA was completed when the PTT was implemented in March 2017, this recorded a nil impact on equality concerns. A further consideration for an EIA was discussed in September 2018 when looking to cease the PTT interventions. A nil impact was further concluded as this resource is believed to be an additional asset to usual borough policing resource. The intention would be to look at the EIA further before making any formal recommendation to Cabinet to terminate the s92 grant.

8.0 Any Other Implications (HR, Property etc - if necessary)

- 8.1 None for Brent Council. The PTT currently utilised a locked room in the basement which could be utilised for other teams and usages when the PTT cease.

9.0 Proposed Consultation with Ward Members and Stakeholders

- 9.1 The Lead Cabinet members, Council Leader and Corporate Management have been made aware of the proposal. Key stakeholders involved in the Brent violence and vulnerability agenda have also been consulted.

Report sign off:


Amar Dave

Strategic Director of Regeneration and Environment

Nigel Chapman

Operational Director, Integration and Improved Outcomes,
Children and Young People

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	Cabinet 11 November 2019
	Report from Strategic Director, Children and Young People
School Place Planning Strategy 2019-2023 Refresh	

Wards Affected:	All
Key or Non-Key Decision:	Information
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	N/A
No. of Appendices:	One: Appendix 1 - Brent School Place Planning Strategy 2019-23
Background Papers:	N/A
Contact Officer(s):	<p>Brian Grady Operational Director, Safeguarding, Partnerships and Strategy Email: Brian.grady@brent.gov.uk Tel: 020 8937 4713</p> <p>Shirley Parks, Head of Forward Planning, Performance and Partnerships Email: Shirley.parks@brent.gov.uk Tel: 020 8937 4259</p>

1.0 Purpose of the Report

- 1.0 This report provides Cabinet with a refresh of the School Place Planning Strategy 2019-2023 that was approved by Cabinet in November 2018.

2.0 Recommendations

That Cabinet:

- 2.1 Approve the refresh of the School Place Planning Strategy 2019-2023 provided as Appendix 1.
- 2.2 Note that following a reduction in demand, the demand for Reception places is expected to gradually increase over the next five years. This demand will be met by current school place capacity.

- 2.3 Note that demand for secondary places is increasing with a need for an additional 10 forms of entry by 2023/24 to meet forecast demand and ensure there is sufficient capacity to manage in-year admissions and unanticipated demand. Planning is underway to provide additional capacity through a combination of new schools and school expansions.
- 2.4 Note that demand for places that meet the needs of children and young people with SEND aged 0-25 is expected to increase and the planned strategies for addressing this need.
- 2.5 Note the strategies for developing Early Years provision.

3.0 Detail

- 3.1 In November 2018 Cabinet approved the Brent School Place Planning Strategy 2019-2023. The annual refresh of the strategy is provided as Appendix 1.
- 3.2 The School Place Planning Strategy 2019-23 presents the objectives and operating principles that underpin the Council's approach to school organisation to deliver high quality education provision to support the best outcomes for Brent children. The Brent School Place Planning Strategy 2019-2023 sets the following expectations:
- All Brent schools are good or outstanding, with an increased proportion of schools outstanding, over the duration of this strategy
 - All Brent schools thrive in effective partnerships with other schools, promoting resilience and mutual support
 - The Council and schools work together to meet the challenge of providing sufficient school places
 - The delivery of sufficient school places enables the achievement of the aims and objectives of the Brent Strategic Framework for School Effectiveness 2017-2020
 - All schools operate in good quality, safe premises
 - Children are educated close to home
 - Schools work with the local communities they serve
 - The Council and schools work in partnership to effectively meet the needs of children with Special Educational Needs and Disabilities
 - The Council and schools make efficient use of resources.
- 3.3 The refresh of the Brent School Place Planning Strategy 2019-2023 provides an updated assessment of school place demand across the borough based on the latest pupil projections from the Greater London Authority (GLA). The GLA projections are refreshed each year and are informed by centrally held demographic data, such as the Office of National Statistics (ONS) census data and fertility and birth rates, as well as locally held information, such as migration patterns and planned housing growth that is provided by the Local Authority. The methodology also takes account of the percentage of children who

historically move into the following academic year in an area. The GLA projections are an indicator of need that can be revised if key factors change, such as the birth rate or the new housing trajectory.

- 3.4 The latest forecasts reflect an adjustment upwards in the forecasting methodology of anticipated pupil yield from new housing in Brent. As a result of this change to the forecasting model, the latest forecasts are higher than the 2018 forecasts.

4.0 Primary Place Need

- 4.1 Following unprecedented growth in demand for primary school places in Brent from 2006-2015, primary demand has reduced since September 2017. This has resulted in Brent currently having spare primary school place capacity. The latest Greater London Authority (GLA) projections (based on January 2019 school census) indicate that demand for Reception will gradually increase over the next few years which will utilise some of this spare capacity. At a borough level, Brent has sufficient capacity to meet the gradual increase in demand for mainstream primary places and maintain 5% spare places to ensure that there are sufficient places to respond to in-year movement and migration.
- 4.2 Brent has five primary planning areas based on the geographic grouping of schools. By dividing the borough into planning areas officers can more easily ensure that places are provided near to where children live, although in reality some children travel across planning areas to attend school. Demand for school places can also be highly localised as parents seek entry to schools perceived as popular.
- 4.3 While at a borough level forecasts indicate increasing demand, at a planning area level, forecasts for planning areas 2, 4 and 5 are showing sustained lower demand than available places, resulting in a significant number of spare places. While this means that overall parents will have an increased choice of places, reduced intakes can present organisational challenges for schools. Provision in these areas will be kept under review. A number of actions have already been taken to ensure sustainable provision in these areas, including a temporary reduction in the Published Admission Number of two schools (Harlesden and Uxendon Manor Primary Schools) and consultation on the phased closure of the Roe Green Infant School provision on the Strathcona site.
- 4.4 It is difficult to predict the impact of Brexit on demand for school places and in particular any potential change to demand from families of Eastern European origin. Anecdotal evidence suggests that some families have not returned to the borough following the summer holiday period. A number of primary schools have a high number of children of Eastern European origin and may feel the impact any demographic shift in response to Brexit, including Fryent Primary School, Chalkhill Primary School, Roe Green Infants School, Roe Green Junior School, Kingsbury Green Primary School, Preston Park Primary School, Uxendon Manor Primary School, Sir Robert Southwell Primary School and Wembley Primary School.

- 4.5 Forecasts for Planning Area 3 indicate a shortfall of places over the next five years due to the intensive house building programme in the Wembley Central and Alperton growth areas. The Department for Education is currently planning to open a new school, Ark Somerville Primary School, on the York House site in Wembley to meet future demand.

5.0 Secondary Place Need

- 5.1 The latest GLA forecasts (2019) suggest that over the next few years Year 7 intakes will be lower than previously forecast, but they still indicate increasing demand as larger primary cohorts progress into the secondary phase. The forecasts also indicate significant in-year growth as cohorts move through the system. This School Place Planning Strategy 2019-23 refresh identifies the need for an additional 10 forms of entry by 2023/24 to meet forecast demand and provide 5% spare places to ensure there is sufficient capacity to manage in-year admissions and any unanticipated growth in demand.
- 5.2 Additional secondary places can either be met by the expansion of existing schools or by the provision of new free schools. A number of secondary schools have expressed an interest in expanding. The local authority cannot direct any secondary schools to expand as they are all either voluntary aided schools or academies. The expansion of an academy requires the approval of the Regional Schools Commissioner.
- 5.3 The costs of expanding secondary schools to meet demand for places would need to be met by the council from Basic Need grant funding or other sources available to the council should that be insufficient.
- 5.4 Two new free schools were approved by DfE in November 2016 that, if located in Brent, will expand secondary capacity. The North Brent School is proposed to open in September 2020 offering 4 forms of entry from the Wembley High Technology College site, before moving to its permanent site in Neasden in 2022 where it will provide 6 forms of entry.
- 5.5 There is a risk to the Council in assuming that new free school developments will help to address the forecast shortfall in secondary places. For example, if the North Brent School does not open in 2020, the Council will nevertheless have the statutory duty to provide the necessary school places.

6.0 SEND and Alternative Provision Place Need

- 6.1 Demand for places that meet the needs of children and young people with SEND is increasing. This is in part in proportion to the overall rise in pupil numbers, but also due to increased diagnosis and the extension of services to children and young people aged 0-25 with SEND. Increased demand is indicating the need for additional local provision.

- 6.2 3.2% of children and young people resident in Brent have an EHCP, compared to 3.1% of the national school-age population. The number of children and young people with EHCPs increased by 8% between 2017 and 2019. As of January 2019 there were 2110 (SEN2 Return) Brent resident children and young people with an EHCP, of whom 1909 were attending a school (Reception to year 14) and 201 were attending a further education provision (age-range 16-25). The main areas of identified growing need are Autistic Spectrum Disorder (ASD) and Social, Emotional and Mental Health (SEMH) difficulties.
- 6.3 Many children with EHCPs can have their needs met in a mainstream setting. However, over the past three years the proportion of children and young people with EHCPs attending a mainstream setting has reduced. In 2019 (SEN2 return) 46% of children and young people with EHCPs attended a mainstream provision, compared to 45% the previous year, and 54% attended a special provision, including SEND units and Additionally Resourced Provisions.
- 6.4 Despite an increase in the number of places in Brent special schools, including 31 additional places in September 2019, and 6 mainstream schools providing places in Additionally Resourced Provision (ARP), there are insufficient local places for Brent children with SEND particularly for children of secondary age and the 16-25 age group. Brent continues to be reliant on sourcing places in out-of-borough maintained special schools or Independent schools or colleges. This provision is expensive and can limit children and their families' access to local support networks.
- 6.5 Increased cohorts of primary children with EHCPs will be moving through to the secondary phase over the next five years. A new special free school sponsored by Brent Specialist Academy Trust (BSAT) opened in September 2019 in temporary accommodation on the Queens Park Community School site. The Avenue School will provide up to 100 places for children aged 5-18 with complex ASD needs when it moves to its permanent site in Brondesbury in September 2021. However, to ensure sufficient local places, additional secondary special places are required to cater for pupils with ASD/MLD/SLD.
- 6.6 There is a need for the borough to develop post-19 SEND provision to meet demand for places for young people with SEND, in particular young people aged 19-24 with complex learning difficulties. Brent is scoping options to provide additional provision for young people with ASD/SLD aged 16-25 to support their successful transition to adulthood. This will include developing vocational pathways for young people aged 19-25 with ASD/SLD/complex needs so they can be supported locally to develop their independence and participation in community life.
- 6.7 The council has a statutory duty to provide an appropriate full-time education for pupils who have been permanently excluded from school or who are otherwise without a mainstream school. The council provides support to Brent schools to reduce the number of exclusions, with a focus on early identification and prevention strategies working closely alongside pastoral teams in mainstream settings.

- 6.8 Where pupils have been excluded or require provision that includes a vocational element to best meet their needs, Brent places children and young people in Alternative Provision both in and out of the borough. Schools also commission places in Alternative Provision to meet the needs of individual pupils. The local authority is running a free school presumption process, as agreed by Cabinet in April 2019, to establish an Alternative Provision free school within the borough based at the Roundwood Centre to increase the availability of local, high quality provision, including individualised packages for secondary age pupils.

7.0 Early Years

- 7.1 Under the Childcare Act 2006 local authorities have a statutory duty to secure sufficient childcare for the needs of most working parents/carers in their area. In 2019, 4868 places were offered by PVI providers and 2728 places in the maintained sector. There is a good balance of free entitlement places being delivered across different setting types. Free childcare for 30 hours per week for 3 and 4 year olds with working parents became a statutory entitlement in September 2017 and implementation of this has been successful, with 92% take-up achieved in the summer term 2019. There is evidence of increased numbers of children with SEND accessing specialist nursery places. The council is working with partners to ensure that the early years system is flexible enough to help meet the needs of parents, alongside the challenge of the 30 hour offer. In 2019, all the specialist nurseries were full and consideration of demand for types of specialist need in these settings is underway to identify gaps in provision.

8.0 Financial Implications

- 8.1 Mainstream school places are funded from the annual Dedicated School Grant based on pupil numbers as per the October school census in the preceding year. This means that, although there is a time lag, the revenue cost of mainstream pupil growth is recognised and funded by the DfE.
- 8.2 School budgets are devolved to respective school governing boards but are under pressure from real terms funding reductions to the DSG. As schools are funded on the basis of pupil numbers, it is likely that small schools and those with falling numbers on roll will find it most difficult to balance their budgets in the medium term. Larger and growing schools are more likely to successfully manage the funding reductions.
- 8.3 Expanding the number of funded places in Alternative Provision and high needs provision will have revenue implications, as they are funded from the High Needs Block of the Dedicated Schools Grant (DSG). Recent funding announcements state that in 2020/21 an increase to the High Needs block of at least 8% per head of the 2-18 population is guaranteed, which equates to approximately £4.5m for Brent. However, growing demand will continue to cause pressures on the DSG. Therefore, in order to help manage the financial pressure new in-borough provision must replace current out-of-borough

arrangements at lower cost. Reducing out-of-borough provision will also help mitigate the financial pressure on the transport budgets held in the General Fund.

- 8.4 There are no further primary school expansions included in the Council Capital Programme. Capital investment will be required to support the delivery of additional secondary school places projected. In terms of capital funding, since the 2011/12 financial year, the Council has received £164.1m from Basic Need, Targeted Basic Need and Targeted Capital Fund grant allocations from central government to provide school places. The most recent allocations are as follows:

- 2017/18 Basic Need Grant Allocated - £15.32m (allocation increased in January 2018)
- 2018/19 Basic Need Grant Allocated - £1.17m
- 2019/20 Basic Need Grant Allocated - £4.17m
- 2020/21 Basic Need Grant Allocated - £0
- 2018/19 Special School Capital Grant Allocated - £2.8m

- 8.5 Basic Need capital grant and the Special School Capital Grant are not time bound or ring-fenced and can be used for any capital purpose. However, the ESFA has stated that it is expected to be used for investment in schools, joining up with other capital resources when it is beneficial for schools to do so. Based on current knowledge, it is expected that there will be insufficient basic need capital grant funding to meet the demand for secondary mainstream and special school places in the coming years.

- 8.6 The nature of secondary and SEND education means that the development of additional places presents additional complexities, and thus higher costs than primary expansions. Predicting the future costs of providing places remains inherently difficult to forecast. The nature of any construction work required to provide additional school places, combined with the site location and layout all affect the cost per place. As proposals to address the forecast demand set out in the School Place Planning Strategy are developed, further reports will be provided to Cabinet with relevant financial information as required.

9.0 Legal Implications

- 9.1 The council has a general statutory duty under Education Legislation to ensure that there are sufficient school places available to meet the needs of the population in its area. The council must promote high educational standards, ensure fair access to educational opportunity and promote the fulfilment of every child's educational potential and increase parental choice. To discharge this duty, the council has to undertake a planning function to ensure that the supply of school places balances the demand for them.
- 9.2 In addition to securing school places for pupils aged five to 16, the local authority has related statutory responsibilities in relation to children and young people with special educational needs and disabilities (SEND) up to the age of

25 where the council has to make suitable provision to meet their needs and early years provision, where responsibility for childcare sufficiency and for provision for disadvantaged two year olds and all three and four year olds, as well as children's centres, overlaps with school provision.

- 9.3 As a contingency, to support the admission to school of children as quickly as possible, the In Year Fair Access Protocol allows for the admission of children over schools' planned admission numbers in the event that a school place is not available. Schools are not required to maintain classes over the planned admission number but revert to the usual admission number when children leave.
- 9.4 Statutory processes should be followed for any proposed enlargement of the school premises that would increase the capacity of the school by both more than 30 pupils and 25 per cent or 200 pupils (whichever is the lesser). Governing boards can propose smaller expansions without the need to follow the statutory process. Proposals may also be required for some cumulative expansions. A review of any earlier enlargements that were made without the need for statutory proposals would need to be made before determining if the statutory process should be followed. This means adding those enlargements made:
- in the 5 year period that precedes the proposed expansion date
 - since the last approved statutory proposal to enlarge the school (within this 5 year period)
 - exclude any temporary enlargements (i.e. where the enlargement was in place for less than 3 years)
 - add the making permanent of any temporary enlargement.
- 9.5 The above provision, which appeared in 2007 legislation, has been removed from 2013 regulations. The status of this change has not been tested in the courts. It is therefore advisable that the Council still takes such earlier enlargements into account in order to avoid the risk of a public law challenge until the legal position is clarified.
- 9.6 Under the current admissions code children can be admitted above the Published Admission Number (PAN). For community/voluntary controlled schools the council as admission authority must consult the Governing Board of the school where it proposes to either increase or keep the same PAN.
- 9.7 Under Section 19 of the Education Act 2006 and School Organisation Regulations, the council can decide to propose an enlargement or amalgamation, follow the statutory process and resolve to do so without requiring the consent of the Governing Board whose redress would be to object to the Schools Adjudicator.
- 9.8 Under section 37 of the Education Act 2011 if the council considers a new school needs to be established in its area, the council must seek proposals for the establishment of an academy.

- 9.9 Given there is a presumption that any new school site provided by a local authority would be for a sponsored academy, the council would in general be expected to grant a 125-year lease at a peppercorn rent to the academy. This approach is intended to be consistent with the existing guidance on community schools converting to academies where a local authority grants to the new academy a 125 lease of the community school site at a peppercorn rent. If in the alternative the council is asked by the Department of Education to provide a new site for a free school, it would also be expected to grant a peppercorn lease to the free school in accordance with Department of Education Guidance updated January 2014.

10.0 Equality Implications

- 10.1 Under Section 149 of the Equality Act 2010, the Council has a duty when exercising its public functions to have 'due regard' to the need to eliminate discrimination harassment and victimisation and other conduct prohibited under the Act; advance equality of opportunity, and foster good relations between those who share a "protected characteristic" and those who do not. This duty is known as the public sector equality duty (PSED). The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex, and sexual orientation. All providers that are commissioned to deliver public services on behalf of or in partnership with Brent Council are required to comply with the PSED and the Council's Equality and Diversity policies.
- 10.2 Having due regard involves the need to enquire into whether and how a proposed decision disproportionately affects people with a protected characteristic and the need to consider taking 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 removing or minimising disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic.
- 10.3 There is no prescribed manner in which the council must exercise its public sector equality duty but having an adequate evidence base for its decision is necessary.
- 10.4 The School Place Planning Strategy 2019-23 aims to ensure that there are sufficient and suitable school places for all Brent children and that their changing diverse and special education needs are met. It also aims to raise the education standards for all and address inequality due to social disadvantage, disability (including multiple complex needs) and/or other protected characteristics, and contributes to the delivery of the Council's equality duties.
- 10.5 The strategy will be reviewed and updated every year to reflect changing demographics and to ensure that the diverse and special education needs of Brent children continue to be effectively met. The findings and the equality analysis screening of the School Place Planning Strategy 2019-23 show that there is currently a slowdown in demand for primary school places and a demand increase for secondary school places. Demand for Special Education

Needs school places in the borough is also increasing and the strategy identifies the need for additional local places for children with Autism and Social Emotional and Mental Health needs and children whose needs are best met in Alternative Provision.

11.0 Consultation with Ward Members and Stakeholders

- 11.1 Ward members will be consulted on the impact of this strategy where mainstream planning area capacity is reviewed or where additional SEND places are being considered.

12.0 Human Resources/Property Implications (if appropriate)

- 12.1 N/A

Report sign off:

Gail Tolley
Strategic Director, Children and Young People

APPENDICES

Appendix 1: School Place Planning Strategy 2019-2023 Refresh



**LONDON BOROUGH OF BRENT
SCHOOL PLACE PLANNING STRATEGY
2019-2023**

Refresh - November 2019

BRENT SCHOOL PLACE PLANNING STRATEGY 2019 – 23

CONTENTS

1.	Introduction	Page 4
2.	Executive Summary	Page 5
3.	School Place Planning – Frequently Asked Questions	Page 8
4.	Brent’s Operating Principles for School Organisation	Page 12
5.	The Need for Secondary Places	Page 13
6.	The Need for Primary Places	Page 20
7.	The Need for SEND and Alternative Provision Places	Page 28
8.	Childcare and Early Years Education	Page 34

1. Introduction

As the champion for all children and young people in the borough, Brent Council has statutory duties to promote the wellbeing, safety and achievement of Brent children and to promote high standards that help all children to fulfil their potential. Brent Council also holds the statutory duty to ensure sufficient school places for Brent children.

This strategy sets out how Brent will deliver sufficient school places in context of the Council's statutory duties, ensuring that school place delivery supports the achievement of the best outcomes for Brent children.

1.1 Brent Context

Brent is one of the most culturally diverse areas in England. The dynamic mix of communities continues to enrich and inform the social, economic and cultural make-up of the borough. In 2018/19 the largest ethnic groups of statutory school age are: Asian Indian (16%), White Eastern European (8%), White British (8%), Black Somali (8%), Black Caribbean (6%), Asian Pakistani (4%) and Afghan (3%). Brent schools experience high levels of mobility and immigration with a large proportion of under 16s born outside the United Kingdom (19%). In addition to new arrivals, socio-economic pressures placed on many of Brent's families combined with a housing stock which relies heavily on privately rented accommodation, contribute to relatively high levels of pupil turnover in many of our schools. Based on the pupil premium allocations the proportion of Brent pupils who are disadvantaged is 24%, just below the national figure of 27% and London average of 31%.

1.2 School Effectiveness in Brent

Over the last five years, Brent's self-improving system has become firmly embedded in the borough, with a shared responsibility for school effectiveness and improvement between the Local Authority and schools.

As a result, the quality of education provision is high. At the end of the 2018-19 academic year, Ofsted had judged the overall effectiveness of 95% of Brent schools as good or outstanding. This put Brent ten percentage points above the national average of 85% and one percentage point above the London average of 94%. This level of school inspection performance places Brent in the top quartile, top quintile and eighth percentile of performance of Local Authority areas in England and the second quartile of Local Authority areas in London. Three schools (two maintained primary and one secondary sponsored academy) are currently judged as requires improvement and a recently converted academy's predecessor school was judged as inadequate. All nursery and special schools and pupil referral units have been judged as at least good and all special schools in the borough are rated as good or outstanding.

In 2017, Brent's Strategic School Effectiveness Partnership Board approved a new Strategic Framework for School Effectiveness in Brent 2017-20. The Framework sets the following measures of success which will be supported by the delivery of this Place Planning Strategy:

- All Brent schools are judged Good or Outstanding
- All Brent headteacher vacancies are filled

- Governance has contributed to Good or Outstanding Leadership and Management judgements at all Brent schools
- The attainment gap between Brent schools is reduced by 30 percentage points at Key Stage 2 and by 15 points at Key Stage 4
- The attainment gaps at Key Stage 2 and Key Stage 4 are reduced by 50 per cent for Black Caribbean boys, Somali pupils, and Travellers of Irish heritage, and the progress for middle attaining pupils with SEND is above the national averages.

Within this context, the School Place Planning Strategy 2019-23 presents the objectives and operating principles that underpin the council's approach to school organisation to deliver the best quality of education provision to support the best outcomes for Brent children. The Strategy outlines the projected demand for school places in Brent based on the latest forecasts. These are updated annually to ensure that any new factors that impact on pupil forecasts are taken into account and refine the council's understanding of future place need.

The original School Place Planning Strategy 2019-23 set the following expectations:

School Place Planning Strategy Measures of success

- All Brent schools are good or outstanding, with an increased proportion of schools outstanding, over the duration of this strategy
- All Brent schools thrive in effective partnerships with other schools, promoting resilience and mutual support
- The Council and schools work together to meet the challenge of providing sufficient school places
- The delivery of sufficient school places enables the achievement of the aims and objectives of the Brent Strategic Framework for School Effectiveness 2017-2020
- All schools operate in good quality, safe premises
- Children are educated close to home
- Schools work with the local communities they serve
- The Council and schools work in partnership to effectively meet the needs of children with Special Educational Needs and Disabilities
- The Council and schools make efficient use of resources.

2. Executive Summary

2.1 Demand for Mainstream Provision

Much of the focus on demand for mainstream provision is on places in Reception for infant and primary schools and Year 7 for secondary schools. These year groups reflect key points when demand patterns can shift. However, planning for school places also takes into account in-year growth as a result of in-migration and new housing.

2.1.1 Demand for Primary Places

Following unprecedented growth in demand for primary school places in Brent from 2006-2015, primary demand has reduced since September 2017. This has resulted in Brent currently having spare primary school place capacity. The latest Greater London Authority (GLA) projections (based on January 2019 school census) indicate that demand for Reception

will gradually increase over the next few years which will utilise some of this spare capacity. At a borough level, Brent has sufficient capacity to meet the gradual increase in demand for mainstream primary places and maintain 5% spare places to ensure that there are sufficient places to respond to in-year movement and migration.

The forecast increase in demand is not evenly spread across the borough. The local authority, therefore, will continue to support particular schools where necessary in managing the impacts of reduced pupil numbers with measures such as temporarily reducing admission numbers. The School Place Planning Strategy 2019-23 identifies a number of areas where primary places will be kept under review to ensure that provision is sustainable over the next five years (see Section 6). The local authority has recently undertaken consultation on a phased closure of provision on the Roe Green Strathcona site from September 2020 due to low demand.

In other areas, where there are a number of new housing developments, growth in demand is anticipated that could change school place demand patterns. Brent's housing target in the London Plan is set to significantly increase. While new growth areas may be identified over the period of this School Place Planning Strategy, the majority of these homes will be located in the Borough's growth areas: Alperton, South Kilburn, Wembley, Church End and Burnt Oak Colindale. These areas are being kept under close review. This includes Wembley Park where the Department for Education is currently planning to build the Ark Somerville Primary Free School.

2.1.2 Demand for Secondary Places

Demand for places in Year 7 increased in 2017 and this is expected to continue as the significant growth in pupil numbers in the Primary phase in Brent progresses into the secondary phase. The School Place Planning Strategy 2019-23 update identifies the need for an additional 10 forms of entry (see section 5) by 2023/24. This additional capacity could be provided through a combination of permanent school expansions, temporary bulge classes and new free schools.

A new free school was approved by DfE in November 2016, which will help to meet increasing secondary demand. The North Brent School, which will provide 900 secondary places, is expected to open in September 2020 initially on the Wembley High Technology College site before moving to its permanent location on the Chancel House site in Neasden Lane in 2022.

In addition, the Council is working with secondary schools that have expressed interest in expanding.

2.2 Special Provision

Demand for places that meet the needs of children and young people with SEND 0-25 is increasing in part in proportion to the overall rise in pupil numbers, but also due to increased diagnosis. The prevalence of Autism Spectrum Disorder (ASD) continues to rise and, as more children survive premature birth or severe disabilities, the number of children of school age presenting with significant additional needs is also increasing. Increased cohorts of primary children with Education, Health and Care Plans (EHCPs) are now moving through to the secondary and post-16 phase. To meet this demand and reduce dependence on out-of-borough independent special schools, which are expensive and can mean stressful journeys for vulnerable children and limit the access of children and their families to support networks,

Brent is planning to commission additional secondary special places to cater for pupils with ASD/MLD/SLD. This is in addition to a new special free school sponsored by the Brent Specialist Academy Trust (BSAT) that opened in September 2019 in temporary accommodation on the Queens Park Community School site and will move to its permanent accommodation in 2021, providing 100 places for children aged 5-18.

There is a need for the borough to develop post-19 SEND provision to meet demand for places for young people with SEND, in particular young people aged 19-24 with complex learning difficulties.

Brent is also working alongside an independent provider in the borough to access school places for primary aged pupils with social, emotional and mental health difficulties (SEMHD) as this remains a growing area of need. The Corner School opened in 2018 on Douglas Avenue, Wembley to cater for primary aged children and provides up to 35 places. The school is providing access to mental well-being therapeutic support. Brent commissions places at this provision (along with other local authorities), reducing the number of primary aged children with an SEMH need being placed out of the borough.

At secondary level, the local authority is running a process to establish an Alternative Provision school with integrated youth provision at the Roundwood Centre to increase local availability and the quality of provision, including individualised packages for secondary age pupils at risk of permanent exclusion. This provision will offer access to mental well-being therapeutic support, and will include vocational options alongside a core academic curriculum.

2.3 Childcare and Early Education

Alongside the statutory duty to provide school places the Council has an allied duty to secure sufficient childcare and early education. In addition to the existing entitlements of 15 hours of free early education for some two year olds and all 3 and 4 year olds, in September 2017, a statutory entitlement to 30 hours of free childcare and early education for all 3 and 4 year olds from working families was introduced. Implementation of this new entitlement in Brent has been successful and take-up was 92% of eligible families in the summer of 2019. Over the coming years, monitoring and review of this will be key, not only to maintain momentum but also to assess the impact of this on existing 2 year and 3 & 4 year 15 hour places as take-up of these has not followed the upward trajectory of the extended entitlement.

Since September 2017, the Council has administered the free entitlement for both schools and private, voluntary and independent (PVI) providers. This enables a full overview of early years provision, including take up across the Borough and at ward level and allows development of targeted actions to address gaps.

2.4 Post-16 Provision

The Education and Skills Act 2008 requires all young people in England to continue in education or training until at least their 18th birthday. The Council works in partnership with schools and the local Further Education college, the College of North West London (part of United Colleges), to ensure that young people aged 16-18 and up to the age of 25 for those who have an Education, Health and Care Plan have access to a range of opportunities to continue their education or training at a wide range of post-16 providers or through apprenticeships.

3. School Place Planning - Frequently Asked Questions

3.1 The Council's Role in School Place Planning

1. What is the Council's role in providing school places?

In addition to the statutory duties set out in the introduction above, the Education and Inspections Act 2006 places a duty on local authorities to act as commissioners, rather than providers of schools places. The Council has a statutory responsibility to ensure that there are sufficient school places available for all Brent children and young people who need one. The Council also has overarching responsibilities for school admissions, co-ordinating admissions at Reception, Year 3 (from infant to junior school) and at secondary transfer in Year 7.

In addition to securing school places for pupils aged five to 16, the Council has related statutory responsibilities in relation to:

- **Children and young people with special educational needs and disabilities (SEND)** where the Council has to make suitable provision to meet their needs
- **Early years provision**, where the Council has responsibility for childcare sufficiency and for provision for disadvantaged two year olds and all three and four year olds
- **Post 16 education and training** where the Council leads the local 16 to 19 partnership and takes overall responsibility for the sufficiency and suitability of provision, so that all young people can stay in education or training until at least their 18th birthday.

The Local Authority works with all schools and multi-academy trusts to deliver its statutory duties, as well as the local Dioceses and the Regional Schools Commissioner where this involves academies and free schools.

2. Can the Council open new schools?

It is not possible for the Council to open new community schools (Education Act 2011). All new schools are academies or free schools that are approved by the Secretary of State. Once the Council identifies a need for a new school it may use one of the following two routes to establish it:

- The **academy presumption** route whereby the Council would put forward a school proposal which it would advertise and promote to potential academy sponsors. Under this route, the Council would supply the site and use its own capital to build the school.
- The Council could 'support' a **free school** promoter to apply to the DfE to build a school, which could be on a Council owned site. The decision would be entirely at the discretion of the DfE, but schemes that help to meet school place pressures are more likely to succeed.

3. Who decides if a school will close, expand or amalgamate?

The Council has the power to instruct community schools to expand, but not academies, foundation or voluntary aided schools. The Council also has the power to close community schools or to require them to amalgamate. These are not powers that Brent has exercised hitherto as the aim, wherever possible, is to work collaboratively with schools. In the case of Academies any expansion must be approved by the Regional Schools Commissioner.

3.2 Pupil Projections

4. Where do the projections come from?

The projections that Brent and most other London authorities use to inform place planning are provided by the Greater London Authority (GLA):

- The GLA projections are informed both by centrally held demographic data, such as census, fertility rate and birth rate data provided by the Office of National Statistics (ONS), together with locally held information on migration patterns and planned housing growth (ward level housing development data provided by the Borough).
- The projection model calculates the number of children resident in each ward who are expected to attend each school by each national curriculum year from Reception to Year 11. The number of children projected for each new intake is calculated as an average of the proportion of children in those wards that attended the school in the previous 3 years multiplied by the ward level age population data. This helps to smooth out any unusual variations that are unlikely to reoccur each year. For other year groups the model calculates the current proportion of children in the ward attending the school and applies this to the ward level population data. School level projections are then aggregated to planning area projections and Borough totals.
- The methodology also takes account of the percentage of children who historically move into the following academic year in an area. This is particularly important in Brent where there is a high level of pupil mobility and migration to schools in other boroughs.

5. Are the projections accurate?

The GLA projections are a good indicator of place need, but they remain a statistical model which should be seen as a valuable tool rather than a definitive position. There are a number of factors which can lead to the projections being revised up or down:

- Underlying data, such as birth rates and migration patterns and the impact of local regeneration projects, can change significantly in a short period of time. For example, the GLA projections for Reception numbers in Brent are showing a gradual increase this year, in part due to a change in assumptions about pupil yield from new housing.
- Secondary projections are more secure as they largely take account of children already in the system. However, the percentage of children who historically move into the following academic year is a particularly important factor in Brent which is currently a net exporter of secondary pupils. This may change if pressures on secondary places in neighbouring boroughs lead to an increase in demand beyond that in the current projections.
- The Local Authority monitors both current and emerging local and national factors, such as Brexit, that can impact on school place demand. It remains difficult to predict the impact of Brexit on demand for school places and in particular demand from families of Eastern European origin. Demand at schools that serve these communities will be closely monitored.

6. What are primary planning areas and why do we have them?

The Council has a duty to provide a “reasonable offer” of a school place to all children. In the primary phase a “reasonable offer” is one that is within 2 miles of home. By dividing the Borough into five primary planning areas officers can more easily ensure that places are provided near to where children live. However, they are only a guide to help officers. In reality children can travel across planning areas to attend school, particularly when they live close to the borders.

7. What are secondary planning areas?

Secondary aged children are expected to travel longer distances to school. A reasonable offer for a secondary place is one that is within 3 miles of home, which given the size of Brent and the good transport links mean that children can travel to any school. However, secondary planning areas allow the Council to understand localised pressures for schools and where additional places would help more children attend a school near to where they live.

8. What do the projections indicate in the secondary phase?

The January 2019 projections indicate that demand for Year 7 places will increase as larger primary cohorts move through the system. Projections indicate growth in Year 7 of 13% between 2019 and 2027.

9. How does the Council forecast demand for special provision?

In order to understand demand for special school places, the Council analyses current and historical data to track trends in the number of children and young people aged 0-25 with EHCPs. This includes assessment of pupil numbers by year group and type of need, as well as the type of provision attended. Analysis of trends is used to predict likely future patterns of demand.

3.3 Providing Additional Places

10. Is it better to provide temporary or permanent classes?

Generally it is more cost effective to provide permanent places if they are needed for the longer term, but there are times where site and time constraints mean that this is not possible. There are also occasions where the bulge in numbers only applies to one cohort of students. In these circumstances, it is better to provide a temporary bulge class.

Expansion in the secondary phase is more complex than primary, partly because specialist facilities (e.g. sport, science, technology) may need to be provided alongside standard classrooms. Students also need to access these facilities during the building process which makes decant more challenging and can impact on cost.

11. Is it better to expand existing schools or provide new schools?

Where additional school places are needed, the Council seeks to provide places that provide high quality provision. This could be through expanding existing schools or through new schools. There are benefits to both:

- Expanding existing schools that are judged to be good or better by Ofsted gives the Council greater confidence that provision will be good and that it will be popular. It also helps to maintain stability in the existing school system. However, it is important that the challenges of expansion are well managed to avoid impacting on standards in good

or outstanding schools and on any particular groups of children and young people who are under-achieving.

- New schools offer a chance to provide new learning environments and to attract high quality providers. However, the Council does not control the provision of free schools. The Regional Schools Commissioner, acting on behalf of the Secretary of State, decides if a school should open. In a borough such as Brent there are also considerable challenges in finding sites for new schools.
- Expansions of existing provision are funded by the Council from Basic Need grant funding or the Special Provision Capital Fund for Additionally Resourced Provision and SEND units for pupils with EHCPs. New schools are largely funded by the Education and Skills Funding Agency.

3.4 Spare places

12. How does the Council manage spare places?

When demand for school places falls significantly and the number of spare places increases, this can cause difficulties for individual schools, in particular with regards to managing school budgets. Where this occurs, the Council analyses a range of local data, including recent intakes, parental preferences, availability of places within the local area and school standards, before recommending strategies that support schools within a local area to ensure the sustainability of provision.

4. Brent's Operating Principles for School Organisation

The following operating principles underpin Brent's approach to school place planning.

Principle 1: *We will only undertake expansions at high quality schools where leadership is secure.*

Principle 2: *We will seek to expand schools that have high levels of parental preferences for admission, in particular schools that are regularly oversubscribed.*

Principle 3: *We will seek to minimise disruption to schools during expansion, paying particular attention to impacts on vulnerable groups, and support school leaders to manage the challenges.*

Principle 4: *We will expect expanded and re-structured schools generally to meet government guidance on space standards but will be prepared to consider innovative design solutions to achieve this.*

Principle 5: *We will develop local capacity to sponsor or promote new schools, working with academies in all phases.*

Principle 6: *We will as far as possible incorporate proposals for additional school places into new regeneration schemes.*

Principle 7: *We will consider how community benefits from school facilities can be maximised when we expand or build new schools.*

Principle 8: *We will consult with local communities as part of the planning process to minimise/mitigate the impact of new school developments.*

Principle 9: *We will build inclusive provision into expansion and new school proposals and work with neighbouring authorities on the planning of special school places.*

Principle 10: *We will continue planning secondary school places on a borough wide basis with the ambition to make Brent's secondary offer attractive to all parents, but will also consider secondary places by planning area.*

Principle 11: *We will continue planning primary places using planning areas.*

Principle 12: *We will promote federations between schools, both to address any quality issues and to address the future viability of one form of entry primary schools, and will work towards the amalgamation of separate infant and junior schools.*

Principle 13: *We will actively consider two-site schools and large schools where there is leadership and management capacity and where this is a genuine expansion and not a new school.*

Principle 14: *We will not currently seek to develop more all-through schools.*

Principle 15: *We will consider expanding voluntary aided schools only where there is local Brent demand, working with the relevant partners.*

Principle 16: *After assessing educational suitability, schemes for expansion or new schools will be judged in terms of value for money, deliverability and strategic fit with wider investment programmes.*

5. The Need for Secondary Places

5.1 Demand Overview

The significant growth that has been seen in the primary phase since 2010 began to move through to the secondary phase in 2016. Table 1 shows secondary projections by year group against capacity. Year 7 intakes are forecast to increase year on year up to 2027/28. The forecasts also indicate that cohorts will grow as they move through the school system.

Table 1: Secondary projections 2019 and capacity

		Year 7	Year 8	Year 9	Year 10	Year 11
2019/2020	Capacity	3508	3478	3352	3316	3298
	Projections	3326	3227	3208	3189	3123
	surplus/deficit	182	251	144	127	175
2020/2021	Capacity *	3508	3508	3478	3352	3316
	Projections	3387	3367	3277	3256	3239
	surplus/deficit	121	141	201	96	77
2021/2022	Capacity *	3508	3508	3508	3478	3352
	Projections	3484	3454	3443	3349	3330
	surplus/deficit	24	54	65	129	22
2022/2023	Capacity *	3508	3508	3508	3508	3478
	Projections	3556	3552	3527	3518	3423
	surplus/deficit	-48	-44	-19	-10	55
2023/2024	Capacity *	3508	3508	3508	3508	3508
	Projections	3637	3624	3623	3600	3594
	surplus/deficit	-129	-116	-115	-92	-86
2024/2025	Capacity *	3508	3508	3508	3508	3508
	Projections	3650	3702	3693	3693	3672
	surplus/deficit	-142	-194	-185	-185	-164
2025/2026	Capacity *	3508	3508	3508	3508	3508
	Projections	3646	3699	3756	3751	3755
	surplus/deficit	-138	-191	-248	-243	-247
2026/2027	Capacity *	3508	3508	3508	3508	3508
	Projections	3691	3694	3752	3813	3812
	surplus/deficit	-183	-186	-244	-305	-304
2027/2028	Capacity *	3508	3508	3508	3508	3508
	Projections	3758	3743	3752	3813	3876
	surplus/deficit	-250	-235	-244	-305	-368

Table 1 identifies the additional places required to meet the forecast pupil population. However, an operating margin of 5% spare places is recommended to ensure that there is sufficiency to support in-year pupil movement and forecast growth in pupil cohorts as they move through the system.

Table 2 shows Year 7 forecasts against current capacity and identifies that an additional 10 forms of entry are needed to meet demand by 2023/24 and secure a 5% operating margin. Table 2 indicates that there is a need for additional capacity from 2020/21. Six of the 10 forms of entry needed by 2023/24 will be provided by the North Brent School. A further 2 forms of entry will be required in 2022 and 2023 respectively. This pattern of increasing demand

suggests that expanding provision in existing secondary schools is the best option to meet the additional capacity required beyond the North Brent School. If the North Brent School did not open as planned, additional places would be needed.

Table 2: Year 7 projections, current capacity and additional forms of entry required

Year	Year 7 projected intake	Year 7 places available	Surplus/ Deficit of places	Surplus/ deficit %	Additional Forms of Entry (FE) required to ensure 5% spare places	Additional FE required with North Brent Free School providing 4FE in 2020 and 6FE by 2022
2019/20	3326	3508	182	5%	0	0
2020/21	3387	3508	121	3%	2	0
2021/22	3484	3508	24	1%	5	1
2022/23	3556	3508	-48	-1%	8	2
2023/24	3637	3508	-129	-4%	10	4
2024/25	3650	3508	-142	-4%	11	1
2025/26	3646	3508	-138	-4%	11	0
2026/27	3691	3508	-183	-5%	12	1
2027/28	3758	3508	-250	-7%	15	3

5.2 Actions to increase capacity

The North Brent School that was approved by DfE in 2016 will provide essential capacity offering 180 places per year (6FE). The school is due to open from September 2020 offering 4 forms of entry on the Wembley High Technology College site, before relocating in 2022 to its permanent site, the Chancel House site, on Neasden Lane, which was selected by the ESFA after an extensive site search.

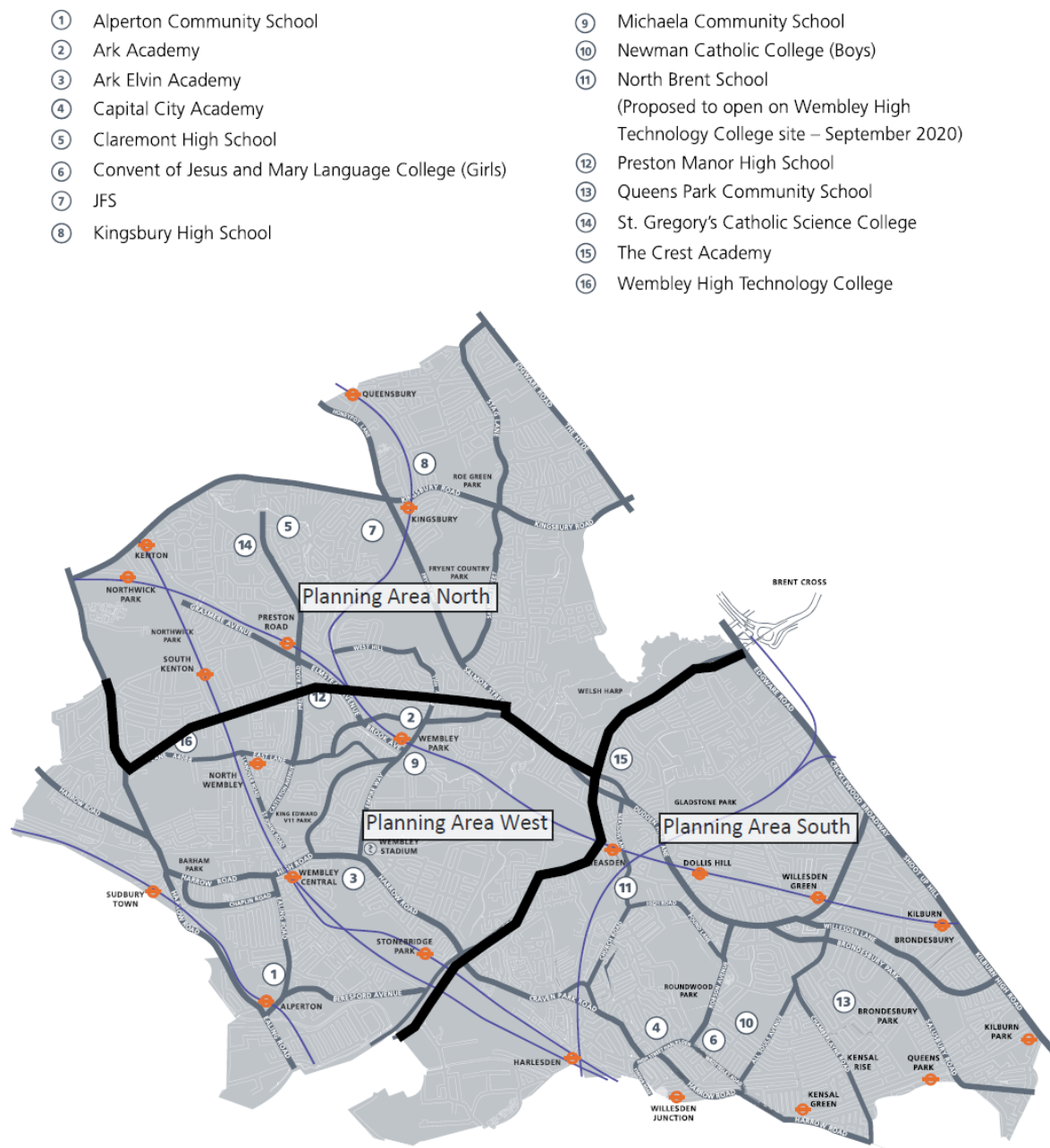
The Council is working with existing secondary schools that have expressed an interest in expanding to meet increased demand, with a view to providing an additional 4 forms of entry by 2023.

5.3 Secondary Planning Areas

Brent divides its secondary schools into 3 planning areas that reflect geographical groupings of schools – Secondary Planning Area North, Secondary Planning Area West and Secondary Planning Area South (Figure i).

The data by planning area suggest that the greatest pressure on Year 7 places will be in the planning areas in the North and West, rather than in the South where the North Brent Free School will be located. However, this analysis reflects historical preference and school attendance patterns, which are expected to change in the future with the establishment of the North Brent School.

Figure i: Secondary Planning Areas



Secondary Planning Area North

Wards	Fryent / Barnhill / Kenton / Northwick Park / Preston / Queensbury / Welsh Harp
Schools	Claremont High School, JFS, Kingsbury High School, St Gregory's Catholic Science College

Demand: Based on historical preference patterns, demand for Year 7 places is expected to increase in this area. While a shortfall is forecast from 2019/20, in reality pupils will travel to other secondary schools across the borough.

Planned action: The feasibility of expanding schools in this area is currently being explored.

Table 3: Secondary Planning Area North 2019 projections and capacity

		Year 7	Year 8	Year 9	Year 10	Year 11
2019/2020	Capacity	1098	1098	1098	1082	1064
	Projections	1171	1107	1094	1100	1077
	surplus/deficit	-73	-9	4	-18	-13
2020/2021	Capacity	1098	1098	1098	1098	1082
	Projections	1180	1181	1124	1110	1117
	surplus/deficit	-82	-83	-26	-12	-35
2021/2022	Capacity	1098	1098	1098	1098	1098
	Projections	1216	1194	1202	1143	1130
	surplus/deficit	-118	-96	-104	-45	-32
2022/2023	Capacity	1098	1098	1098	1098	1098
	Projections	1245	1227	1212	1221	1161
	surplus/deficit	-147	-129	-114	-123	-63
2023/2024	Capacity	1098	1098	1098	1098	1098
	Projections	1255	1257	1244	1230	1239
	surplus/deficit	-157	-159	-146	-132	-141
2024/2025	Capacity	1098	1098	1098	1098	1098
	Projections	1254	1266	1272	1261	1249
	surplus/deficit	-156	-168	-174	-163	-151
2025/2026	Capacity	1098	1098	1098	1098	1098
	Projections	1251	1261	1280	1287	1277
	surplus/deficit	-153	-163	-182	-189	-179
2026/2027	Capacity	1098	1098	1098	1098	1098
	Projections	1259	1259	1275	1294	1303
	surplus/deficit	-161	-161	-177	-196	-205
2027/2028	Capacity	1098	1098	1098	1098	1098
	Projections	1287	1266	1272	1289	1309
	surplus/deficit	-189	-168	-174	-191	-211

Secondary Planning Area West

Wards	Alperton / Barnhill / Preston / Sudbury / Tokyngton / Wembley Central
Schools	Alperton Community School, Ark Academy, Ark Elvin Academy, Michaela Community School, Preston Manor Upper School, Wembley High Technology College

Demand: Secondary Planning Area West includes two major growth areas in Wembley Central and Alperton and demand for Year 7 places is expected to increase in this area. Wembley is set to drive the economic regeneration of Brent as a high quality, urban, connected and sustainable city quarter. Up to 14,400 new homes are planned around Wembley National Stadium and Wembley town centre up to 2026. Alperton is being promoted for mixed-use regeneration, which will include over 5000 new homes.

Planned action: Alperton Secondary School expanded by 2FE in 2018 using the school's Stanley Avenue site. Ark Elvin's new school building provides accommodation for an increased admission number of 270. It is anticipated that the school will in time fill to this capacity. The feasibility of expanding other schools in this area is being explored.

Table 4: Secondary Planning Area West 2019 projections and capacity

		Year 7	Year 8	Year 9	Year 10	Year 11
2019/2020	Capacity	1356	1326	1212	1192	1192
	Projections	1276	1307	1252	1187	1192
	surplus/deficit	80	19	-40	5	0
2020/2021	Capacity	1356	1356	1326	1212	1192
	Projections	1317	1305	1334	1276	1208
	surplus/deficit	39	51	-8	-64	-16
2021/2022	Capacity	1356	1356	1356	1326	1212
	Projections	1368	1365	1349	1375	1313
	surplus/deficit	-12	-9	7	-49	-101
2022/2023	Capacity	1356	1356	1356	1356	1326
	Projections	1405	1420	1411	1395	1416
	surplus/deficit	-49	-64	-55	-39	-90
2023/2024	Capacity	1356	1356	1356	1356	1356
	Projections	1496	1457	1464	1454	1436
	surplus/deficit	-129	-118	-83	-36	-5
2024/2025	Capacity	1356	1356	1356	1356	1356
	Projections	1525	1544	1500	1507	1494
	surplus/deficit	-169	-188	-144	-151	-138
2025/2026	Capacity	1356	1356	1356	1356	1356
	Projections	1537	1563	1578	1537	1540
	surplus/deficit	-181	-207	-222	-181	-184
2026/2027	Capacity	1356	1356	1356	1356	1356
	Projections	1571	1572	1596	1611	1569
	surplus/deficit	-215	-216	-240	-255	-213
2027/2028	Capacity	1356	1356	1356	1356	1356
	Projections	1611	1610	1609	1632	1644
	surplus/deficit	-255	-254	-253	-276	-288

Secondary Planning Area South

Wards	Brondesbury Park / Dollis Hill / Dudden Hill / Harlesden / Kensal Green / Kilburn / Mapesbury / Queens Park / Stonebridge / Willesden Green
Schools	Capital City Academy, Convent of Jesus and Mary Language College, Newman Catholic College, Queens Park Community School, The Crest Academy

Demand: There are currently spare places in this planning area, although demand patterns are expected to change over the next few years. Underpinning assessment of the need for additional places across the borough is the planning assumption that all schools in this area will fill to their current Published Admission Numbers.

Planned action: The establishment of the North Brent School is anticipated in 2020 on a temporary site in Secondary Planning Area West offering 4 forms of entry, before moving to its permanent site in this area in 2022. The school is sponsored by the Wembley Multi-Academy Trust that includes Wembley High Technology College, which is an oversubscribed outstanding school. It is anticipated that current preference patterns will change as pupils will travel from other areas to the school. If required, there is a potential for other schools in this area to expand.

Table 5: Secondary Planning Area South 2019 projections and capacity

		Year 7	Year 8	Year 9	Year 10	Year 11
2019/2020	Capacity	1054	1054	1042	1042	1042
	Projections	878	814	862	902	853
	surplus/deficit	176	240	180	140	189
2020/2021	Capacity	1054	1054	1054	1042	1042
	Projections	890	881	820	870	914
	surplus/deficit	164	173	234	172	128
2021/2022	Capacity	1054	1054	1054	1054	1042
	Projections	900	896	890	830	887
	surplus/deficit	154	158	164	224	155
2022/2023	Capacity	1054	1054	1054	1054	1054
	Projections	905	906	905	902	846
	surplus/deficit	149	148	149	152	208
2023/2024	Capacity	1054	1054	1054	1054	1054
	Projections	886	911	916	916	918
	surplus/deficit	168	143	138	138	136
2024/2025	Capacity	1054	1054	1054	1054	1054
	Projections	870	892	919	926	930
	surplus/deficit	184	162	135	128	124
2025/2026	Capacity	1054	1054	1054	1054	1054
	Projections	857	875	898	928	938
	surplus/deficit	197	179	156	126	116
2026/2027	Capacity	1054	1054	1054	1054	1054
	Projections	860	863	881	908	940
	surplus/deficit	357	363	358	310	270
2027/2028	Capacity	1054	1054	1054	1054	1054
	Projections	860	867	871	892	922

	surplus/deficit	194	187	183	162	132
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5.4 Cross-border movement

The GLA projections reflect the percentage of children who historically move from Year 6 to Year 7 in the following academic year. Brent has traditionally been a net exporter of pupils, in part due to Brent's proximity to other boroughs. In the south of the Borough just over 41% of Brent parents chose out-of-borough secondary schools for their children starting school in September 2019 (Table 6). Neighbouring boroughs are facing similar school place challenges as a result of increasing demand and it is likely that Brent parents will find it increasingly difficult to access places in out-of-borough secondary schools. Additionally, parental perception of Brent secondary schools that are currently under-subscribed is expected to change as Ofsted judgements and standards have improved. The combination of these factors could mean that the demand for places in Brent secondary schools may increase beyond that currently shown in Table 2.

Table 6: Secondary transfers by secondary planning area

LA of Offered School 2019	Brent Resident School Planning Area			
	PA North	PA South	PA West	Total
Brent Total	739	1006	948	2693
Brent %	79.98%	58.76%	86.26%	72.10%
Barnet	79	120	23	222
Camden	0	85	3	88
Ealing	3	44	30	77
Hammersmith and Fulham	3	44	5	52
Harrow	80	32	50	162
Herts	8	1	1	10
Hillingdon	1	1	4	6
Hounslow	0	6	10	16
Kensington and Chelsea	2	62	2	66
Slough	3	3	7	13
Westminster	4	307	12	323
Other LAs	2	1	4	7
Non-Brent Total	185	706	151	1042
Non-Brent %	20.02%	41.24%	13.74%	27.90%
Grand Total	924	1712	1099	3735

6. The Need for Primary Places

6.1 Overview

Between 2006 and 2017, Brent saw an unprecedented increase in the demand for primary school places. The primary pupil population (Reception to Year 6) increased from 20,822 in January 2006 to 26,823 in January 2017, an increase of 28.8% (Graph 1). This trend changed in 2017 when the number of children admitted to Reception reduced for the first time in 11 years, followed by lower intakes in 2018 and 2019. Reception intakes are now forecast to gradually increase from 2020 (Table 7).

Graph 1 – Primary numbers on roll and projections as at January each year

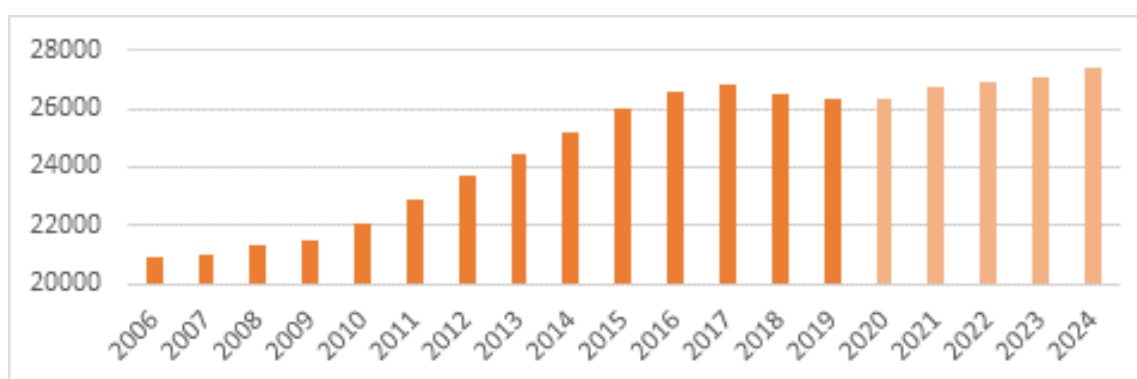


Table 7 shows that borough-wide, there is sufficient capacity to meet anticipated demand across all year groups up to 2024/25 and to manage mobility. However, spare capacity is not evenly distributed across all planning areas (see below).

Table 7: Primary forecasts 2019 and capacity

		Rec	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
2019/2020	Capacity	4,277	4,277	4,282	4,277	4,307	4,337	4,277
	Projections	3,714	3,644	3,722	3,907	3,844	3,817	3,697
	surplus/deficit	563	633	560	370	463	520	580
2020/2021	Capacity	4,277	4,277	4,277	4,282	4,277	4,307	4,337
	Projections	3,747	3,663	3,661	3,760	3,907	3,865	3,828
	surplus/deficit	530	614	616	522	370	442	509
2021/2022	Capacity	4,277	4,277	4,277	4,277	4,282	4,277	4,307
	Projections	3,829	3,742	3,718	3,752	3,800	3,955	3,906
	surplus/deficit	448	535	559	525	482	322	401
2022/2023	Capacity	4,277	4,277	4,277	4,277	4,277	4,282	4,277
	Projections	3,868	3,822	3,800	3,800	3,791	3,850	3,998
	surplus/deficit	409	455	477	477	486	432	279
2023/2024	Capacity	4,277	4,277	4,277	4,277	4,277	4,277	4,282
	Projections	3,901	3,867	3,878	3,881	3,841	3,840	3,891
	surplus/deficit	376	410	399	396	436	437	391
2024/2025	Capacity	4,277	4,277	4,277	4,277	4,277	4,277	4,277
	Projections	3,958	3,894	3,919	3,951	3,918	3,888	3,877

	surplus/deficit	319	383	358	326	359	389	400
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Table 8 shows forecast Reception intakes against capacity. The latest pupil forecasts suggest that, despite fluctuating birth rates (Table 9), Reception cohorts will gradually increase over the next five years. The GLA primary projections for Brent for January 2019 reflect a change in the forecasting model regarding assumptions about pupil yield from new housing development, resulting in higher forecasts than the 2018 projections.

Despite the forecast increase in reception demand, there will still be spare primary school places in Brent. Brent aims to have a minimum of 5% spare places to manage in-year migration and to ensure the authority can respond to any sudden increase in demand. This avoids the need to open temporary provision or bulge classes, which is neither educationally desirable nor cost effective.

A number of measures are in place to support schools during periods of reduced intakes. These include temporarily reducing admission numbers or placing an informal cap on admission numbers and considering temporary alternative use of spare accommodation.

Table 8: Reception forecasts against capacity

Year	Reception projected intake	Reception capacity	Spare places	% spare places	Spare places as forms of entry
2019/20	3714	4277	563	13%	19
2020/21	3747	4277	530	12%	18
2021/22	3829	4277	448	10%	15
2022/23	3868	4277	409	10%	14
2023/24	3901	4277	376	9%	13
2024/25	3958	4277	319	7%	11

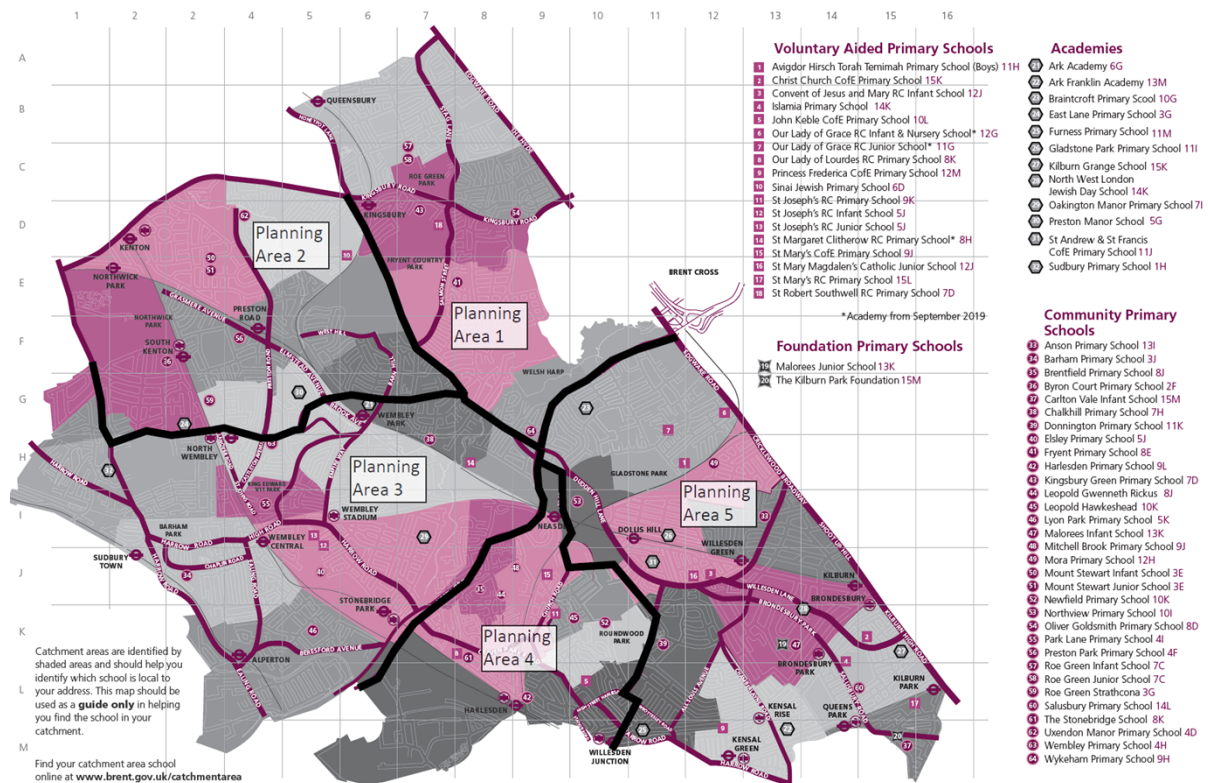
Table 9: Births in Brent (by calendar year)

Year	2014	2015	2016	2017	2018
Births in Brent	5078	5204	5146	5208	4705

6.2 Primary Planning Areas

The Borough is divided into 5 Primary Planning Areas (see Figure ii). This supports the Council in providing a school place within a reasonable travelling distance for primary children. The match of demand to the supply of places varies across planning areas and year groups.

Figure ii: Brent Primary Planning Areas



Primary Planning Area 1

Wards	Fryent / Queensbury / Welsh Harp
Schools	Fryent Primary School, Kingsbury Green Primary School, Oliver Goldsmith Primary School, Roe Green Infant School, Roe Green Junior School, St Robert Southwell RC Primary School, Wykeham Primary School

Demand: The January 2019 forecasts show Reception intakes remaining relatively steady over the next 5 years. A shortfall of places is forecast for some cohorts as they move through the system (based on in-migration assumptions). It is anticipated that places in neighbouring planning areas will accommodate these pressures.

Planned action: There are no plans to increase capacity in Planning Area 1.

Intakes at Fryent Primary School have been lower than the school Published Admission Number over the past few years. An Additionally Resourced Provision for children with Autistic Spectrum Disorder (ASD) at Fryent has been developed in temporary spare accommodation.

Table 10: Planning Area 1 2019 GLA projections and capacity

		Rec	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
2019/2020	Capacity	510	510	510	510	510	540	510
	Projections	479	482	470	480	501	544	510
	surplus/deficit	31	28	40	30	9	-4	0
2020/2021	Capacity	510	510	510	510	510	510	540
	Projections	498	483	490	480	486	507	553
	surplus/deficit	12	27	20	30	24	3	-13
2021/2022	Capacity	510	510	510	510	510	510	510
	Projections	496	501	490	504	487	491	515
	surplus/deficit	14	9	20	6	23	19	-5
2022/2023	Capacity	510	510	510	510	510	510	510
	Projections	493	496	506	498	508	490	497
	surplus/deficit	17	14	4	12	2	20	13
2023/2024	Capacity	510	510	510	510	510	510	510
	Projections	489	495	502	514	503	513	498
	surplus/deficit	21	15	8	-4	7	-3	12
2024/2025	Capacity	510	510	510	510	510	510	510
	Projections	486	489	501	509	517	506	519
	surplus/deficit	24	21	9	1	-7	4	-9

Primary Planning Area 2

Wards	Barnhill / Kenton / Northwick Park / Preston
Schools	Byron Court Primary School, Mount Stewart Infant School, Mount Stewart Junior School, Preston Manor Lower School, Preston Park Primary School, Roe Green Infants School (Strathcona), Sinai Jewish Primary School, Uxendon Manor Primary School, Wembley Primary School

Demand: The January 2019 forecasts indicate that Planning Area 2 will have a high number of spare places across all year groups over the next 5 years and around 4FE spare places in Reception.

Planned action: This planning area is adjacent to Planning Areas 1 and 3 and spare capacity could absorb any increase in demand in these areas.

Due to reduced demand, the Council has undertaken a consultation on closing the one form of entry provision on the Roe Green Infants School Strathcona site through a phased closure from September 2020.

A temporary reduction in the Published Admission Number of Uxendon Manor Primary School (30 places) has been agreed from September 2020.

Table 11: Planning Area 2 2019 GLA projections and capacity

		Rec	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
2019/2020	Capacity	780	780	780	780	780	780	780
	Projections	628	592	578	694	651	689	633
	surplus/deficit	152	188	202	86	129	91	147
2020/2021	Capacity	780	780	780	780	780	780	780
	Projections	642	614	589	593	692	649	689
	surplus/deficit	138	166	191	187	88	131	91
2021/2022	Capacity	780	780	780	780	780	780	780
	Projections	649	635	618	617	599	694	654
	surplus/deficit	131	145	162	163	181	86	126
2022/2023	Capacity	780	780	780	780	780	780	780
	Projections	657	644	640	642	621	603	699
	surplus/deficit	123	136	140	138	159	177	81
2023/2024	Capacity	780	780	780	780	780	780	780
	Projections	662	651	647	662	647	623	607
	surplus/deficit	118	129	133	118	133	157	173
2024/2025	Capacity	780	780	780	780	780	780	780
	Projections	673	658	655	671	669	649	627
	surplus/deficit	107	122	125	109	111	131	153

Primary Planning Area 3

Wards	Alperton / Sudbury / Tokyngton / Wembley Central
Schools	Ark Academy, Barham Primary School, Chalkhill Primary School, East Lane Primary School, Elsley Primary School, Lyon Park Primary School, Oakington Manor Primary School, Park Lane Primary School, St Joseph's RC Infant School, St Joseph's RC Junior School, St Margaret Clitherow RC Primary School, Sudbury Primary School

Demand: Planning Area 3 includes two major growth areas in Wembley Central and Alperton. Wembley is set to drive the economic regeneration of Brent as a high quality, urban, connected and sustainable city quarter and up to 14,400 new homes around the Wembley National Stadium and Wembley town centre area up to 2026. Alperton is being set to provide up to 5000 new homes. As a result of new housing, Reception intakes are expected to increase over the next 5 years. As the new housing comes on-stream, it is likely that there will be a need for additional capacity in the area.

Planned action: The January 2019 GLA projections indicate an increase in demand for Reception places in Planning Area 3. Spare places in other planning areas will be able to absorb any short-term pressures in demand. Additional capacity is likely to be required from 2023 onwards. The DfE is planning to build a new free school, Ark Somerville Primary school, in this area which will be located on the York House site in Wembley Central. The DfE has indicated that the school will come on-stream when demand indicates that it is required.

Table 12: Planning Area 3 2019 projections and capacity

		Rec	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
2019/2020	Capacity	970	970	970	970	970	970	970
	Projections	906	896	918	960	898	839	794
	surplus/deficit	64	74	52	10	72	131	176
2020/2021	Capacity	970	970	970	970	970	970	970
	Projections	925	907	909	946	963	920	839
	surplus/deficit	45	63	61	24	7	50	131
2021/2022	Capacity	970	970	970	970	970	970	970
	Projections	1,002	955	943	962	970	1,002	936
	surplus/deficit	-32	15	27	8	0	-32	34
2022/2023	Capacity	970	970	970	970	970	970	970
	Projections	1,044	1,026	990	999	985	1,008	1,017
	surplus/deficit	-74	-56	-20	-29	-15	-38	-47
2023/2024	Capacity	970	970	970	970	970	970	970
	Projections	1096	1068	1,057	1045	1023	1023	1021
	surplus/deficit	-126	-98	-87	-75	-53	-53	-51
2024/2025	Capacity	970	970	970	970	970	970	970
	Projections	1154	1117	1099	1,111	1069	1061	1033
	surplus/deficit	-184	-147	-129	-141	-99	-91	-63

Primary Planning Area 4

Wards	Harlesden / Kensal Green / Stonebridge / Willesden Green
Schools	Brentfield Primary School, Harlesden Primary School, John Keble CE Primary School, Leopold Primary School, Mitchell Brook Primary School, Newfield Primary School, Our Lady of Lourdes RC Primary School, St Joseph's RC Primary School, St Mary's CE Primary School, Stonebridge Primary School

Demand: The January 2019 projections forecast Planning Area 4 to have high levels of spare places over the next five years. In the longer term, the LA expects demand to increase in this area as new housing comes on stream. This includes the Old Oak redevelopment scheme. Initial plans were for 870 additional units by 2026. However, the Old Oak and Park Royal Development Corporation (OPDC) has indicated that all numbers and timescales are to be revised as new sites have since been added to the masterplan. The LA is in dialogue with the OPDC to understand the likely impact on provision in Brent.

Planned action: A temporary reduction in the Published Admission Number of Harlesden Primary School (30 places) has been agreed from September 2020. Demand in this area will be kept under review to ensure provision is sustainable. The Council will be supporting schools in this area to manage reduced demand, which could include additional temporary reductions to published admission numbers.

Table 13: Planning Area 4 2019 projections and capacity

		Rec	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
2019/2020	Capacity	765	765	765	765	765	765	765
	Projections	601	557	594	635	639	637	643
	surplus/deficit	164	208	171	130	126	128	122
2020/2021	Capacity	765	765	765	765	765	765	765
	Projections	591	587	556	586	630	636	640
	surplus/deficit	174	178	209	179	135	129	125
2021/2022	Capacity	765	765	765	765	765	765	765
	Projections	590	582	589	553	585	630	644
	surplus/deficit	175	183	176	212	180	135	121
2022/2023	Capacity	765	765	765	765	765	765	765
	Projections	591	585	589	588	554	587	643
	surplus/deficit	174	180	176	177	211	178	122
2023/2024	Capacity	765	765	765	765	765	765	765
	Projections	588	589	593	589	592	560	600
	surplus/deficit	177	176	172	176	173	205	165
2024/2025	Capacity	765	765	765	765	765	765	765
	Projections	590	585	596	592	591	595	572
	surplus/deficit	175	180	169	173	174	170	193

Planning Area 5

Wards	Brondesbury Park / Dollis Hill / Dudden Hill / Kensal Green / Kilburn/ Mapesbury / Queens Park / Willesden Green
Schools	Anson Primary School, Ark Franklin Academy, Avigdor Hirsch Torah Temimah Primary School, Braintcroft Primary School, Carlton Vale Infant School, Christchurch CE Primary School, Convent of Jesus and Mary Infant School, Donnington Primary School, The Furness Primary School, Gladstone Park Primary School, Islamia Primary School, Kilburn Grange Primary School, Malorees Infant School, Malorees Junior School, Mora Primary School, North West London Jewish Day School, Northview Primary School, Our Lady of Grace Infant and Nursery School, Our Lady of Grace RC Junior School, Princess Frederica CE Primary School, Salusbury Primary School, St Andrew & St Francis CE Primary School, St Mary Magdalen's RC Junior School, St Mary's RC Primary School, The Kilburn Park Foundation School

Demand: The January 2019 projections show reducing Reception intakes and an increasing number of spare places in Planning Area 5 over the next 5 years. Many children living in this planning area attend schools in neighbouring authorities, such as Camden and Westminster.

This planning area covers the South Kilburn regeneration region. It is anticipated that the South Kilburn master plan will maximise housing developments, which could lead to an increase in pupil demand as new housing comes on stream.

Planned action: As part of the South Kilburn regeneration programme, school place demand in Planning Area 5 will be kept under review.

Table 14: Planning Area 5 2019 projections and capacity

		Rec	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
2019/2020	Capacity	1,252	1,252	1,257	1,252	1,282	1,282	1,252
	Projections	1,101	1,117	1,165	1,138	1,155	1,108	1,117
	surplus/deficit	151	135	92	114	127	114	75
2020/2021	Capacity	1,252	1,252	1,252	1,257	1,252	1,282	1,282
	Projections	1,091	1,073	1,117	1,155	1,136	1,151	1,106
	surplus/deficit	161	179	135	102	116	131	116
2021/2022	Capacity	1,252	1,252	1,252	1,252	1,257	1,252	1,282
	Projections	1,092	1,068	1,079	1,117	1,160	1,137	1,156
	surplus/deficit	160	184	173	135	97	115	126
2022/2023	Capacity	1,252	1,252	1,252	1,252	1,252	1,257	1,252
	Projections	1,084	1,072	1,076	1,072	1,120	1,160	1,141
	surplus/deficit	168	180	176	180	132	97	111
2023/2024	Capacity	1,252	1,252	1,252	1,252	1,252	1,252	1,257
	Projections	1,067	1,063	1,077	1,070	1,076	1,122	1,166
	surplus/deficit	185	189	175	182	176	130	91
2024/2025	Capacity	1,252	1,252	1,252	1,252	1,252	1,252	1,252
	Projections	1,054	1,046	1,068	1,068	1,073	1,076	1,125
	surplus/deficit	198	206	184	184	179	176	127

7. The Need for SEND and Alternative Provision Places

7.1 Brent SEND Overview

Brent's objective is to enable each young person to realise their potential in an appropriate, inclusive setting whether in a mainstream school, a SEND Additionally Resourced Provision (ARP), a SEND Unit or a special school. ARPs and SEND units on mainstream school sites are designed to allow young people to participate within the mainstream school where appropriate. In all settings, young people are encouraged to become independent, autonomous learners, accessing the right level of support at the right time, and with their parents/carers fully involved in decisions about their future.

There is a rich range of high quality specialist provision in Brent encompassing 3 specialist nurseries, 1 primary special school, 2 special school academy trusts and a number of Additionally Resourced Provisions and SEN Units in both primary and secondary mainstream schools (Table 15). A number of children are placed in out-of-borough schools, although the vision is for Brent's children to go to a good or outstanding school locally, whenever possible, as this allows them access to local resources, and to foster social/emotional links locally.

Table 15: Current Special School and Additionally Resourced Provision (ARP) in Brent

School	Type of Provision	Type of School	Special Need	Number of Places Sept 2019
*The Manor School	Special	Primary	MLD/ASD	170
The Manor School (satellite provision - *The Avenue Campus at Queens Park Community School)	Special	All-through	MLD/ASD	21
Phoenix Arch School	Special	Primary	ASD/SEMH	50
+The Village School	Special	All-through	PMLD/SLD/ASD	275
+The Village School (satellite provision - Hope Centre KS1)	Special	Primary	PMLD/SLD/ASD	21
+Woodfield School	Special	Secondary	MLD/ASD	184
Kingsbury Green Primary School	ARP	Primary	HI	18
Oakington Manor Primary School	ARP	Primary	ASD	15
Oakington Manor Primary School	ARP	Primary	SLCN	20
Preston Manor High School	ARP	Secondary	ASD	12
Preston Manor High School	ARP	Secondary	SLCN	12
Kingsbury High School	ARP	Secondary	HI	7
Fryent Primary School	ARP	Primary	ASD	28
Sudbury Primary School	ARP	Primary	ASD/SLCN	7
Grand Total				840

*The Manor and The Avenue schools form the Brent Specialist Academy Trust.

+The Village and Woodfield schools form the Compass Learning Partnership Multi-Academy Trust.

7.2 Demand for special provision

The Children and Families Act 2014 introduced wide ranging reforms relating to services for children and young people **age 0-25** with SEND, including Education Health and Care Plans (EHCPs), which are co-produced with parents/carers and children, within a multi-agency context.

Demand for special provision in Brent has been growing over the last 3 years. The number of children and young people with EHCPs increased by 8% between 2017 and 2019. As of January 2019 there are 2110 (SEN2 data return) Brent resident children and young people with an EHCP, of whom 1909 were attending a school (reception to year 14) and 201 were attending a further education provision (age-range 16-25). 3.2% of children and young people attending Brent Schools have an EHCP, compared to 3.1% of the national school-age population (School Census 2019). Nationally there was an increase in the ECHP numbers of 11% between 2018 and 2019, while the increase in Brent over this period was 2%.

Table 16 shows the increase in EHCPs since 2017 against category of need. Notable increases over this period are in ASD, MLD and SLD.

Table 16: Distribution of EHCPs by need

SEN Description of Need (EHCP)	2017	2018	2019
ASD - Autistic Spectrum Disorder	565	598	612
SEMH - Social, Emotional And Mental Health	153	152	146
HI - Hearing Impairment	62	53	49
MLD – Moderate Learning Difficulties	386	375	371
MSI - Multi-Sensory Impairment	4	4	3
OTH - Other Difficulty/disability	8	17	32
PD - Physical Disability	85	89	85
PMLD - Profound & Multiple Learning Difficult	46	52	52
SLD - Severe Learning Difficulties	157	165	158
SPLD - Specific Learning Difficulty	35	30	28
SLCN - Speech, Language And Communication Needs	295	334	348
VI - Visual Impairment	25	21	25
TOTAL CYP with EHC Plan at school age up to 19 (at school)	1824	1900	1909
16-25 with EHC Plan (at college/ left school/HNS)	136	176	201
TOTAL EHCP school age + Post 16-25	1960	2076	2110

Many children with EHCPs can have their needs met in a mainstream setting. However, over the past three years the proportion of children and young people with EHCPs attending a mainstream setting has reduced overall. In 2019 (SEN2 return) 46% of children and young people with EHCPs attended a mainstream provision and 54% of children and young people with EHCPs attended a special provision, including SEND units and ARPs (Table 17).

Table 17: Brent resident children/young people with an EHCP (SEN2, January 2019)

Year	Number of CYP with EHCP/Statement	Mainstream school	Special setting (including ARPs)
2016	1772	871	901
		49%	51%
2017	1824	873	951
		48%	52%
2018	1900	847	1053
		45%	55%
2019	1909	851	1058
		46%	54%

Note: Young people in post 16 settings not included

The numbers of children with SEND is expected to continue to increase as overall pupil numbers rise, alongside increasing early diagnosis. Based on an anticipated annual increase in EHCPs of 5%, the number of EHCPs is expected to increase to 2443 by 2022. (Table 18).

Table 18: Forecast number of EHCPs

Numbers EHCPs	2019	2020	2021	2022
Reception to NCY11	1909	2004	2105	2210
Post 16-25	201	211	222	223
Total	2110	2216	2326	2443

Special schools in the borough cater for a wide range of complex SEND (see Table 16). However, despite an increase of places since 2012 to bring the number of places available to 840 in 2018 and a further increase of 31 places in September 2019, Brent is reliant on sourcing some places in out-of-borough maintained special schools or Independent schools (Table 19). Notwithstanding the expansion of Brent special schools, there are currently 162 pupils attending out-of-borough maintained special schools, and 136 pupils attending independent provision outside of the borough. For some pupils, such as those with significant Hearing or Visual Impairments, this is the best way for them to access provision that meets their needs. However, many are placed in out-of-borough provision because there is no appropriate place for them in Brent (see below).

Table 19: EHCP pupils in-borough (Brent) and out-of-borough by school type (SEN2 2019)

Provision	Primary	Secondary	Total
Brent mainstream maintained/academy incl. PRU	403	239	642
Brent special provision (including ARPs)	438	318	756
Out-of-borough mainstream	54	142	196
Out-of-borough special maintained (including ARPs)	93	69	162
Out-of-borough Independent and non-maintained special School	39	97	136
Other (eg. EY settings, Alternative Provision placement)	11	6	17
Total	1038	871	1909

Table 20 shows the number of children and young people placed in independent primary and secondary provision out of the borough by the top four incidences of special educational need.

Table 20: Top categories of need for out-of-borough placements

ASD		SEMH		SCLN		MLD		SLD	
Primary	Secondary	Primary	Secondary	Primary	Secondary	Primary	Secondary	Primary	Secondary
11	55	8	12	3	2	2	7	3	3

The cost of placing children and young people out-of-borough is high. Placement costs in independent schools ranged from £28,000 to £84,000 in 2018/19, with an average cost of £54,000. Providing transport to SEND provision is currently costing the council in excess of £1.4 million. Notwithstanding the financial case, there is a strong educational and social rationale for the council to place students within its own boundaries. The time taken to travel to more distant schools and settings can be stressful for children and young people, especially those with physical needs, added to which traffic delays can lead to further stress and loss of education. It is generally preferable for children and young people to stay local in order to develop friendship groups within their own communities, where parents can also build resilience and support in local networks.

Once children are placed out-of-borough, and have settled in a new school, it is very difficult to bring them back to local provision. This has meant long term reliance on out-of-borough and independent placements often until children and young people are 19 or older. Some children have such specific needs that they cannot be met other than in very specialist provision, but there is considerable scope to reduce expensive and distant out-of-borough placements.

The council therefore needs to develop in-borough secondary provision to meet the needs of a higher proportion of ASD/MLD/SLD/SLCN pupils. The key opportunity is to place these pupils in local provision at the point of secondary transfer in Year 7. In 2019, 19 additional places were made available at Woodfield school in Year 7 for children with ASD/MLD/SLD. An additional 20 young people could have had their needs met in borough had there been further secondary places. Table 21 indicates the gap in provision at Year 7 across the borough. Woodfield is the only secondary provision meeting this kind of need, but is limited to 16 pupils in Year 7 in forthcoming years. The Avenue school will take secondary pupils in future years, but these places will most likely be for pupils transitioning from The Manor, so it is not envisaged that the school will offer capacity for other children.

Table 21: Secondary special places demand and places required

	Sep-20	Sep-21	Sep-22
Number of ASD/MLD/SLD pupils requiring specialist provision in Year 7:	46	58	49
Year 7 places available at Woodfield	16	16	16
Year 7 places required	30	42	33

In developing additional places for children and young people with EHCPs, Brent is engaging with parents and carers of children and young people with SEND to ensure that services meet

their needs and achieve the best outcomes. Brent works in partnership with schools and other providers to develop special provision in the borough. This includes expansions of special schools, developing capacity in mainstream schools and provision delivered by free schools and other providers, including post-16.

Expansions in special school places within Brent are now at maximum capacity. To meet increasing demand, within the last 5 years, expansions have taken place at The Village School (35 additional places, and 21 within KS1 at The Hope Centre, as of September 2018); The Manor School (40 additional places); Woodfield School (43 additional places 2018 and 19 additional places created in 2019), and Phoenix Arch Primary Special (5 additional places). These expansions have catered for some of the SEND population increase to date.

Planned action:

- Brent Special School heads through the Brent Specialist Academy Trust (BSAT) have collectively sponsored a new special free school for up to 104 places for children aged 5 to 18, which will in part reduce the number of children in future being placed out-of-borough. The Avenue school opened in September 2019 on a temporary site, within a satellite provision at Queen's Park Community School, and will move to its permanent site in NW6 in 2021 (see Table 15 above.)
- The charity "Unlocking Potential" opened a new independent primary school in Brent, the Corner School, for children with SEMH in September 2018. It has initially provided up to 15 places, with a maximum capacity of 35 in future years. Brent will continue to commission places at this provision (along with other local authorities) to reduce the number of primary aged children with a SEMH need being placed out of the borough (Table 20).
- The council is further developing proposals for secondary special places to meet increasing demand, with an initial focus on providing secondary places for children and young people with ASD/MLD/SLD. Currently only Woodfield admits pupils with these needs, transferring from special primary provisions (both in and out-of-borough). There is a need to create 250 places across years 7 to 14 inclusive, in a provision that would grow from Year 7 upwards. This could be provided through a new school, satellite provisions run by existing special schools and/or SEN units/ARPs placed alongside mainstream schools.
- The council is continuing to work with primary schools to develop ARP provision to meet demand for a small number of SEMHD/ASD places.
- Brent is scoping options to provide additional provision for young people with ASD/SLD aged 16-25 to support their successful transition to adulthood. This will include developing vocational pathways for young people aged 19-25 with ASD/SLD/complex needs so they can be supported locally to develop their independence and participation in community life. Working with local FE colleges, which have specific provision for young people with SEND, including the College of North West London, will continue to be a focus within SEND place planning at post 16. In addition, the council will further develop pathways of work experience placements, apprenticeships and more supported internships for young people aged 16-25, working with FE colleges and special schools within the borough and in collaboration with local businesses. There is a new initiative to support up to 5 supported internships within Brent council itself from September 2020, with 5 young people being placed in different council departments for work placements.

- There are increasing numbers of EHCP pupils accessing special early years provision. The council is currently considering the impact of the 30 hours offer, to ensure sufficient capacity, but it is possible that additional special nursery places will be required. The council will work with partners to ensure that the early years system is flexible enough to help meet the needs of parents, alongside the challenge of the 30 hour offer. In 2019, all the specialist nurseries were full and consideration of demand for types of specialist need in these settings is underway to identify gaps in provision.

7.3 Alternative provision

The council has a statutory duty to provide an appropriate full-time education for pupils who have been permanently excluded from school or who are otherwise without a mainstream school place.

Overall, exclusion figures for all Brent pupils have shown a decrease over the last 5 years (since 2014-15) for both fixed term and permanent exclusions. This is very positive and does not reflect the national trend. Support is available for Brent schools to reduce the number of exclusions, with a focus on early identification and prevention strategies working closely alongside teams in mainstream school settings.

Planned action:

To meet the needs of children with Social Emotional and Mental Health difficulties Brent is:

- Working with Roe Green Junior and Sudbury Primary in delivering preventative programmes commissioned by schools for KS1 and KS2 children at risk of exclusion. These programmes offer short term respite places for pupils with a view to re-integration. The council is proposing to develop further provision of this type, within other mainstream settings, as re-integration rates following this type of respite are positive.
- Working with Brent River College (Pupil Referral Unit) that provides 6 places for Key Stages 1 and 2, as well as provision for secondary aged pupils, and is commissioned directly by schools to provide preventative places for children at risk of permanent exclusion.
- Commissioning an Alternative Provision free school with an integrated youth offer at the Roundwood Centre through the free school presumption process. There are currently 28 young people in out of borough alternative provision settings, as well other arrangements in borough that schools can commission for young people subject to fixed term exclusions and respite for those whose SEMH needs cannot be met within mainstream. The intention is that the new provision offers vocational courses alongside a core curriculum.
- Working with schools to develop access to mental health support in line with the government's Green Paper on Mental Health in Schools. In the first instance, this involves commissioning places at The Corner School, which takes primary aged pupils and offers a therapeutic nurturing environment, much along the lines of Islington's Family school. This has the advantage of being located in Brent with the opportunity to work closely with mainstream schools to support re-integration wherever possible. The Corner School supports young children with complex SEMH needs who are at risk of permanent exclusion.

8. Childcare and Early Years Education

8.1 Early Years provision

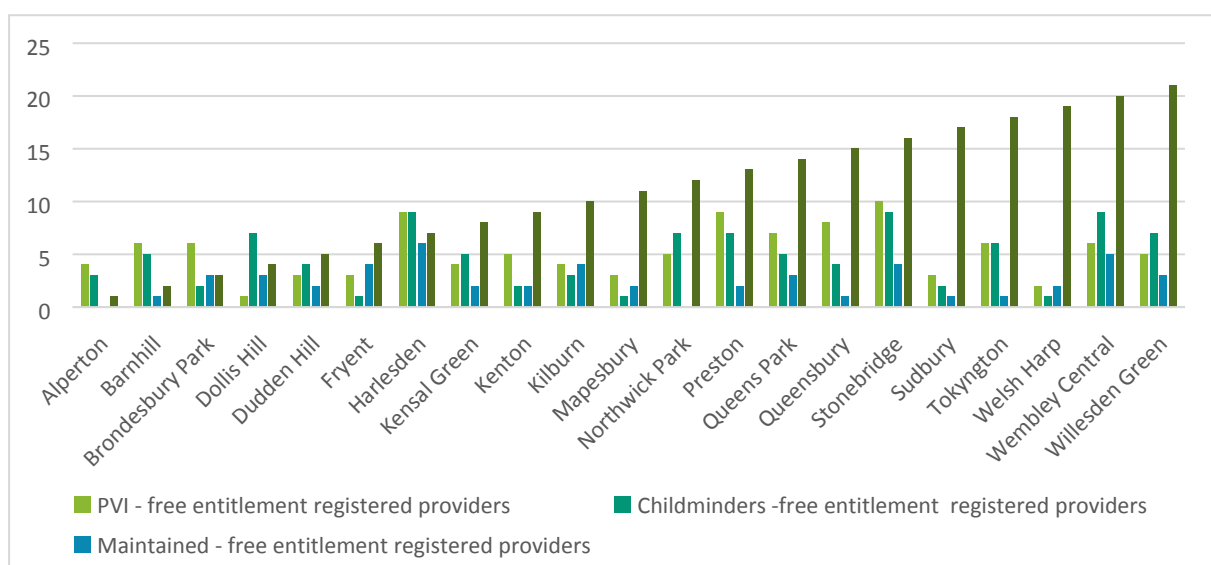
Under the Childcare Act 2006 local authorities have a statutory duty to secure sufficient childcare for the needs of most working parents/carers in their area. The Brent Childcare Sufficiency Assessment (CSA) 2018-2021 showed an overall increase in the number of PVI providers in the borough and a reduction in places in maintained and childminder provision. In 2018, there were 5077 places at PVI providers, compared to 4186 in 2015. This has reduced in 2019, with 4868 places offered in this sector. There are currently 2728 places being offered in the maintained sector.

There is under-fives provision across all ward areas with 259 providers offering free entitlement funded places. There are, however, variances across ward areas in the registered capacity of providers with a difference of 602 registered places between the wards with the greatest and fewest places.

The CSA indicated a balance of free entitlement places being delivered across different setting types with 45% of free entitlement places for 3 and 4 year olds being delivered in maintained settings and the remainder being delivered across a mixture of PVI and childminding settings. In 2019 the proportion of places being delivered in maintained settings reduced to 41%. The local authority will continue to monitor the distribution of places across the sectors.

Alongside this, overall quality of provision has increased with 98% of providers across the sector now judged as good or outstanding by Ofsted as at 1 September 2019. CSA feedback indicated 92% of parents agree or strongly agree that the quality of provision is good.

Graph 2: Type of registered childcare provider by ward July 2019



8.2 Demand for Early Years provision

Lower than national average take-up rates of the free early education entitlements and lower attainment levels by priority groups have been areas of concern in Brent in recent years, particularly with regard to the free entitlements to early education for eligible 2 year olds and the universal entitlement for all 3 and 4 year olds. Brent currently has lower than average take-up for these entitlements with January 2019 census figures indicating 53% of eligible 2 year olds and 75% of 3 and 4 year olds taking up their entitlement. Outer London average take-up for the period was 56% for two year olds and 86% for 3 and 4 year olds.

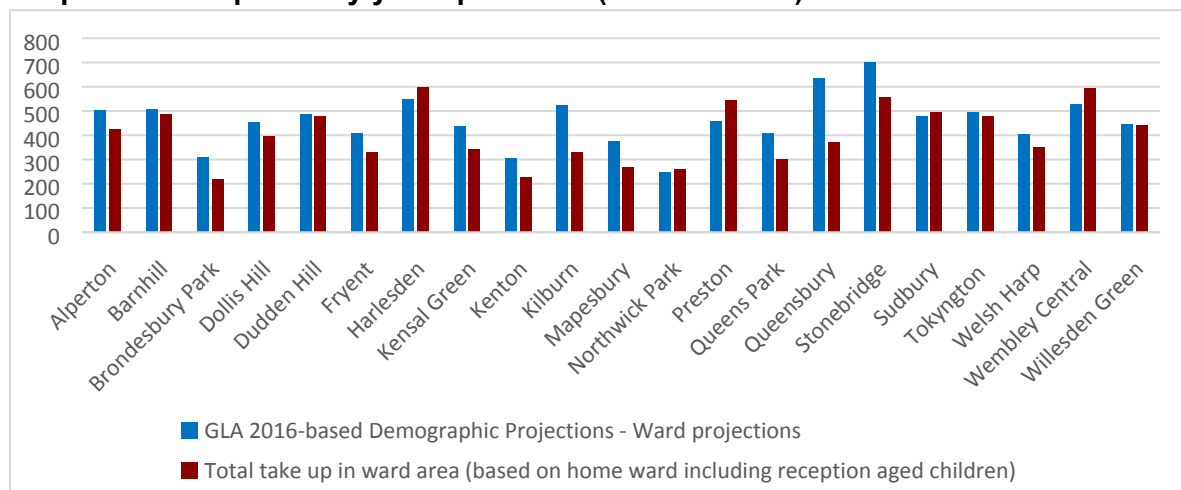
Free childcare for 30 hours per week for 3 and 4 year olds with working parents became a statutory entitlement in September 2017 and implementation of this has been successful, with 92% take-up achieved in the summer term 2019, a slight reduction on 2018 (94%).


There is evidence of increased numbers of children with special education needs and/or disabilities accessing special early years provision. The 30 hour offer appears to be placing pressure on existing places for children with SEND and it is likely that additional specialist nursery places will be required.

Raising take up levels for eligible 2 year olds and all 3 and 4 year olds of their entitlement to 15 hours free early education remains a key priority for the borough in order to ensure that all children can benefit from high quality early years education.

In acknowledgment of the fact that this cannot be achieved without taking a 'whole area' approach, rather than addressing individual issues in isolation, the Progress for All project was launched in September 2018 and runs until December 2020. This project involves four key strands: access, quality, home learning and employers. Work around the strands will be undertaken at ward level, enabling a tailored approach that takes into consideration the particular characteristics of each ward. Take-up of provision is mapped on a termly basis (as illustrated in Graph 3) and outreach adjusted accordingly. The Progress for All programme is designed to apply innovative approaches to outreach based on local need. For example, recent work has included door knocking to eligible 2 year-old families and co-working with neighbouring boroughs to design outreach approaches.

Graph 3: Take-up of early years provision (summer 2019)



	Cabinet 11 November 2019
	Report from the Strategic Director Community Wellbeing
Permission to tender for Adult Social Care and Children and Young People with Disabilities Homecare Services	

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt:	Open
No. of Appendices:	Two: Appendix 1: Patch Based Proposal Appendix 2: Unison Care Charter
Background Papers:	Paper to Community and Wellbeing Overview and Scrutiny Committee, 4 th September 2019
Contact Officer:	Helen Woodland, Operational Director ASC Andrew Davies, Head of Commissioning, Contracting and Market Management, ASC Email: Helen.Woodland@brent.gov.uk Tel: 0208 937 6168

1. Summary

- 1.1 This report is seeking Cabinet approval to re-tender homecare services for Adult Social Care and Children and Young People with Disabilities as required by Contract Standing Orders 88 and 89.
- 1.2 Currently the council spends in excess of £18m per year on homecare. Whilst Brent has had good control over spend on homecare, the council is not meeting objectives such as paying care workers at the London Living Wage or minimising the use of zero-hours contracts. Re-tendering services will enable Brent to do both, as well as enhance the quality of homecare provision in the borough.
- 1.3 The council is proposing to move to a patch-based model for older people and physical disabilities homecare, dividing the borough into 13 patches to align with proposed primary care networks, with a lead provider for each. For specialist homecare services (Learning Disabilities, Children and Young People

with Disabilities and Mental Health) there will be fewer patches because the number of homecare hours delivered does not allow for these services to be arranged in the same way as for older people/physical disabilities. Full details are set out in the report below.

- 1.4 At the same time that Brent will commission new homecare services, work will begin on bringing reablement services in-house.

2. Recommendations

2.1 That Cabinet –

- (i) Approve inviting tenders for a framework and contracts for homecare services for adults and children and young people with disabilities on the basis of the pre-tender considerations set out in paragraph 9.7 to the report.
- (ii) Approve Officers evaluating the tenders referred to in 2.1(i) above on the basis of the evaluation criteria set out in paragraph 9.7 to the report
- (iii) Approve the contractual period for homecare services as three years, with an option to extend for periods of up to a further two years.
- (iv) Agree that funding is made available to pay homecare workers under the new homecare services arrangements at the London Living Wage from year 1 of the contract as set out in Section 6.
- (v) Delegate authority to award the framework and contracts for homecare services for adults to the Strategic Director, Community Wellbeing in consultation with the Lead Member for Adult Social Care and contracts for homecare services for children and young people with disabilities to the Strategic Director Children and Young People in consultation with the Lead Member for Children's Safeguarding, Early Help and Social Care.
- (vi) Agree that reablement services are brought back in-house, and instruct officers to begin planning this transition.

3. Background

- 3.1 Brent is currently commissioning homecare services from 68 providers for adults and 32 providers for children. In total, these providers deliver over 21,900 hours of homecare per week for adults for 1,700 service users. Children's providers deliver 900 hours per week for 77 service users. The combined cost of services is £18.5m per year.
- 3.2 In August 2019 a paper setting out the different options and associated costs for re-procuring homecare was produced by officers and was consulted upon extensively. This included consultation with elected members, partners and other departments in the local authority. Officers made recommendations that

would allow the council to re-procure homecare services in line with the Overview and Scrutiny Homecare Task group recommendations and would ensure the council was compliant with the Unison Ethical Care Charter.

- 3.3 Options were provided as to the cost of implementing the London Living Wage (LLW) as part of a re-procurement, with costs being mitigated depending on the timescales for implementation. Member and officer preference was for the LLW to be achieved as soon as practicably possible. As implementation of the new model will be phased during year 1 of the contracts (from September 2020) the LLW will be introduced from the start of the new contracts.
- 3.4 The proposed model, as set out in below, was agreed. A further paper was taken to Health and Wellbeing Overview and Scrutiny for additional member input and discussion.
- 3.5 Officers were additionally asked to work with finance to cost and explore the feasibility of bringing reablement services back in-house as part of the future model.

4. An overview of the agreed model

- 4.1 The proposed model has several elements to it. An overview of the model is set out as below -
 - Implementation of a patch based model aligned to the 13 Primary Care Networks for the delivery of service for Older People and Physical Disabilities (details of patches is set out at Appendix 1). Each patch would have a lead provider who would be required to deliver at least 80% of all of the hours in the patch. The remaining hours would be delivered by providers from a framework, allowing smaller providers who do not have the capacity to deliver the required volume of hours in any patch to also continue to deliver work for Brent. This will also provide a degree of market assurance and allow us to retain enough providers to cover any market failure issues.
 - For 'specialist' care groups, where there are a smaller number of service users to split the borough into 13 patches, officers are proposing two patches. For children with disabilities services the proposal is to work on two patches covering the borough, with four lead providers (two in each patch). For learning disabilities and mental health services, the plan is to have two patches, with two lead providers for each service type.
 - Whilst providers will be able to bid for as many services as they wish, they will only be awarded a maximum of:
 - Up to two Older People and Physical Disability zones (Lots 1 to 13); or
 - One Older People and Physical Disability zone (Lots 1 to 13) and one of the Specialist Provider Children's Homecare or Specialist Provider Learning Disabilities or Specialist Provider Mental Health Zones (lots 14 to 19).
 - Providers may only be the lead provider for one of the Specialist Provider Children's Homecare or Specialist Provider Learning Disabilities and Specialist Provider Mental Health Zones (lots 14 to 19) – they will not be awarded two of these zones.

- Brent will move from a position where 20 providers deliver 76% of care (for ASC), to one where up to 21 providers deliver 80% and a smaller number of providers deliver no more than 20% of all care. What this model will end is the practice of large numbers of providers delivering very low numbers of packages. By giving guarantees on allocations of care to providers appointed under contracts, the council should be able to move away from spot purchasing from providers not on the back up lot, giving greater control over spend and quality. This model has the benefit of allowing providers to develop relationships with a smaller group of GP practices, less travel time and security around the number of hours to be delivered allowing for longer term workforce planning. This should also result in a smaller number of providers, allowing for better contract monitoring and better training and support for carers.
- Consistency of care worker is something that the council and care providers are committed to, and it will be included as an element in performance and contract monitoring schedules. As part of the re-procurement providers will be asked to commit to providing a small pool of named care workers for each service users, and commit to these named workers being the people who deliver care to the service user for the lifespan of the contract (wherever possible).
- Electronic Call Monitoring will be mandatory and will be built into the procurement process. This will allow for better real time monitoring of consistency of care worker and timeliness of calls, and will also allow contract monitoring to be evidence based.
- Providers will be asked to demonstrate how they will keep the use of zero hour contracts to a minimum as part of the procurement process, and this will be monitored by officers as part of the contract and quality monitoring process.
- Approximately 10 additional providers will still be able to provide services for Brent by becoming part of a framework. Officers will provide capacity building support to local Brent providers to support them to join this framework.
- The council has committed to paying an hourly rate that allows workers to be paid at LLW. This will be implemented from the start of the new contracts for all new packages. Existing packages will be paid at the LLW as new contracts are implemented on a patch by patch basis.
- Moving to a patch based model will reduce the travelling distance for care workers, because their care packages will be located in specific parts of the borough rather than having to travel across Brent to deliver care. This will contribute to Brent's ambition to reduce the environmental impact of the council's services.
- Work will begin to bring reablement services back in-house alongside the re-procurement of all other homecare services.

5. **Community Wellbeing Scrutiny Homecare Task Group and Unison Care Charter recommendations**

- 5.1 The proposed model will allow the council to become compliant with the Unison Care Charter, and will deliver the recommendations as set out in the CWB Scrutiny Homecare Task Group report of February 2018. These were:

Table 1 - CWB Scrutiny Homecare Task Group Recommendations

Unison Care Charter Stage 1	No 15 min calls, no rushed calls, carers paid for travel time and sick pay	This has already been delivered as part of the current model of homecare delivery
Unison Care Charter Stage 2	Allocate the same carer, better training and development opportunities, clear complaints process and tackle zero hours contracts.	To be achieved through re-procurement
Unison Care Charter Stage 3	Ensuring carers are paid at LLW and Occupational Sick Pay Scheme.	To be achieved through re-procurement
CWB Scrutiny Task Group recommendation 1	That London Living Wage is introduced incrementally as part of a new commissioning model	To be achieved through re-procurement
CWB Scrutiny Task Group recommendation 2	A minimum standard of training is incorporated into the new commissioning model which gives staff in Brent sufficient development opportunities to encourage homecare as a career within the social care sector.	To be achieved through re-procurement
CWB Scrutiny Task Group recommendation 3	A homecare partnership forum should be set up as part of the new commissioning model to discuss issues of strategic importance to stakeholders involved in domiciliary services in Brent	This has already been delivered and has been running successfully in Brent for over a year

6. Ensuring carers are paid at London Living Wage.

- 6.1 The council has a clear commitment to paying London Living Wage where possible, and the council will offer a rate that will enable providers to pay care workers the LLW as part of the new homecare model.
- 6.2 Prior to agreeing that the homecare contracts should enable providers to pay LLW, the council has budgeted an additional £3m for adult homecare up to 2022/23 and assumed a further £2m growth to 2024/25 to cover both inflation and the likely demographic growth. Regardless of the decision to fund the LLW, the total spend on adult homecare would have increased from £17.6m in 2019/20 to £23.1m by 2024/25. Likewise, to continue to pay children's providers at National Living Wage levels would require an additional £0.5m by 2024/25, bringing total spend on children's homecare to £1.3m per year. This is already factored into the council's medium term financial strategy.
- 6.3 Work has taken place to enable the council to move to payments for these contracts at London Living Wage levels. Through use of reserves, funding set aside in the council's budget for LLW and also funding assumptions made for cost and demographic inflation in homecare services, LLW can be achieved from the outset of the new contracts.

- 6.4 In order to implement the London Living Wage from September 2020 at least £5.8m will be required from reserves. Contracts will begin in September 2020 rather than April 2020. For the first six months of 2020/21, providers will be paid less than London Living Wage in line with the current purchasing arrangements. Implementation of the new patches would be phased in from September 2020 rather than done in one go. This is so the complex implementation plan can be managed properly without putting service users at risk.
- 6.5 Existing homecare packages will be migrated patch by patch. By phasing in the new patches and taking into account the level of new homecare packages that would be commenced between September 2020 to March 2021, officers have modelled that between 34% to 58% of all homecare hours in Adult Social in 2020-21 would be paid at the LLW during the first year of the contract. Full implementation of the LLW will be achieved by July 2021 on the basis of the implementation plan.
- 6.6 Negotiations with providers take place annually to agree a fee uplift, which considers factors such as real term increases in National Minimum Wage, which have an impact on providers' costs. Commissioners intend to go out to tender with a fixed inflationary increase for the five years of the contract set. The annual increase will include an uplift for wage inflation for carers, but providers will be expected to find other cost increases through efficiencies or a reduction in surplus. By setting out our intentions with regards to uplifts at the start of the contract, both commissioners and providers have some certainty to help with their financial planning. In order to meet the London Living Wage requirements Brent's homecare price from September 2020 would be £19 an hour. From April 2021 it would increase to £19.50 an hour.

7. Bringing Reablement Services In-House

- 7.1 Considerable consideration and discussion has been given as to whether homecare services could be brought back in-house. The challenges of doing this would be considerable. Notably there would be a significant additional cost to doing so (staff costs would mean that Adult Social Care homecare alone would cost a minimum of £36.2m per year by 2024/25, compared to £29.4m, the modelled cost of a commissioned service including LLW). However, equally significant is the risk to the council of in sourcing a service as large as homecare when the council no longer has the requisite experienced and qualified staff to run a regulated service, and the impact it would have on our ability as a council to fulfil our duties under the Care Act (2014) to ensure market stability.
- 7.2 The outcome of discussions concluded that it was neither financially viable nor desirable to bring the entirety of homecare services back under direct council management. However, discussions around the feasibility and desirability of bringing specific specialist services back in-house concluded that there was both a business case and a likely benefit to residents to further consideration of this option, specifically bringing the delivery of reablement services back under direct council management and control.
- 7.3 Reablement is a unique service that requires a very specific skillset and is currently a small subset of the overall homecare market, with Brent commissioning approx. 1,500 hours a week of reablement services.
- 7.4 The service is the only free at point of delivery service provided by Adult Social Care, which means that considerations around financial assessment and charging would not need to be factored into delivering the service in-house. It is offered for a maximum of 6 weeks where it is felt that by supporting a resident to re-learn, or become confident

in certain activities of daily living, then the long term cost of an ongoing package of care to the council is likely to be less.

- 7.5 The delivery of reablement services is different from the delivery of standard homecare, in that the focus of the provider is to support an individual to regain their own skills and independence, thus minimising longer term intrusion into their life as the individual is likely to require less ongoing support. In essence, reablement services support people to do things themselves, with guidance and training if required, whereas standard homecare does things for people where we have assessed there is no likelihood that those individuals will be able to relearn or carry out those skills themselves. A common example of this is that a period of reablement may focus on supporting an elderly person to make a cup of tea themselves, possibly through assessing and providing equipment such as a kettle tipper, or through supporting individuals to rearrange their kitchen so that supplies can be accessed more easily and safely. It may focus on occupational therapy input to teach people how best to safely transfer between sitting and standing, and it may also include physiotherapy input if required to support people to strengthen muscles after a hospital stay, fall or other injury. Traditional homecare would include a time allowance for the carer to make the individual a cup of tea, on the basis that they are either unable or unsafe to do this task on their own, or with support.
- 7.6 Currently reablement is delivered through commissioning providers in the market to deliver these services to residents, after an assessment is completed by the Integrated Rehab and Reablement Service (IRRS), who will also set out the goals that are to be achieved through a period of reablement. The IRRS service then monitor the achievement of these goals, assess the effectiveness of the period of reablement, and determine whether the individual needs ongoing support.
- 7.7 A common complaint from the IRRS service, which is mainly staffed by occupational therapists and physiotherapists, is that care staff working for commissioned providers do not have the correct training, support or skills that would make reablement as effective as it could be. In addition, the council does not currently commission reablement services from any specialist reablement providers. All the providers we commission reablement from also provide standard homecare services. This means that carers providing reablement also provide standard homecare. A carer can be asked to provide a morning reablement call then directly afterwards be asked to provide a standard homecare call. The result is that often there is no difference between the care being offered under reablement and that being delivered as standard homecare.
- 7.8 The council have tried to commission specific reablement provision through a series of market warming events, and discussions and negotiations with providers. Market intelligence shows that there are very few reablement specific providers in the market, and that those that do exist would require a clear contractual mechanism that delivers certainty around hours to deliver in Brent. It also demonstrates that existing reablement providers in the market are generally very expensive, with average hourly rates in excess of £19ph, without paying workers LLW.
- 7.9 A trial project, funded through BCF, was carried out in 2017 allowing the IRRS Team to work with a select group of 6 homecare providers to support and train their staff to deliver reablement. During this period the council also paid a higher hourly rate for reablement provision than for standard homecare. The evaluation of the project concluded that paying higher hourly rates for reablement did not produce any noticeable difference in the quality or effectiveness of reablement provision, and that any increase in the hourly rate was not passed onto the care workers. However, it did clearly demonstrate that joint working between the IRRS team and select providers,

joint visits where the IRRS team attended alongside the reablement care worker, and intensive training for carers from the IRRS team were all effective in delivering better outcomes for residents in receipt of reablement.

- 7.10 It is therefore reasonable to conclude that bringing reablement services back in-house could deliver significant benefits to residents and staff, both in terms of the effectiveness of reablement services and in terms of upskilling staff to be able to deliver a specialist and high demand service.
- 7.11 The opportunity to integrate reablement provision with assessment and care planning is one that Brent is keen to pursue. Bringing services in-house will enable our care planners to work directly with care providers to tailor reablement services to lead to better outcomes for service users. Delivered effectively, savings could be made from reducing the need for ongoing care and support or reducing existing care packages.
- 7.12 Planning for this change is at an early stage, but reablement services have been taken out of the homecare re-tender. Whilst work is done to bring services in-house the council will continue to commission reablement services on a spot purchase basis. A project plan is being produced, including identifying what resources are required in order to begin to bring reablement services in-house.
- 7.13 Commissioners have begun working with finance colleagues to determine the likely cost of bringing reablement services back into the council. Financial implications will depend on the final design of the service, however, based on the delivery of 1,500 hours per week and additional indicative costings for management, accommodation, IT, HR and legal support, a financial envelope for bringing reablement back in-house has been determined. This is set out in the finance section below.
- 7.14 Indicative timeframes for setting up an in-house reablement services are 12-18 months. This is to allow time for proper planning and preparation for the service, CQC registration and recruitment of appropriately qualified managers. It is not clear at this stage whether the Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE") would apply (this will be dependent on the ultimate design of the service and the job descriptions for reablement care staff). Should TUPE not apply, it is also to allow time for staff recruitment – it is estimated the service will require between 45-55 care staff.
- 7.15 The project to in-source reablement will also need to align with and run alongside the existing work currently being completed as a result of the Newton Europe project around hospital pathways. This work recommended a redesign of the existing IRRS, Home First and Hospital Discharge Team services in order to speed up discharge and to maximise the IRRS service as a resource. Any work to in-source commissioned reablement services will need to consider how we can best integrate the reablement care service with the IRRS assessment service to gain maximum benefit. The goal will be to fully integrate the assessment and care aspects of reablement, which will involve the design of an entirely new service, new care pathways and will require a clear training and development plan to support staff.
- 7.16 Officers have begun work to revise the current project plan and timescales for the Newton Europe Project, and are working with commissioners to identify what additional resources will be required to deliver a larger and more complex programme that also includes the in-sourcing and integration of reablement provision with care management services. This is especially complex as the teams in scope are integrated teams, and any programme in this area needs to include multiple partners, commissioners and providers. An indicative programme management resource cost of £150k has been included in the overall indicative costs for reablement.

8. Risks and Mitigations

- 8.1 The biggest risk period will be as new contracts are implemented, working through the transfer of care provision from old providers to new. This is something that commissioners are working on to plan to try to limit disruption and ensure continuity of care where possible. Where TUPE applies the council will facilitate the transfer of staff between organisations; if continuity of care worker can't be maintained during implementation the council and provider will need to work with service users to explain why, and help to build relationships with new carers as quickly as possible; if service users wish to switch to a direct payment (DP) to give them more choice and control over their care they will be able to do so. Through these actions officers will try to ensure there is as much continuity as possible.
- 8.2 Whilst a number of our existing providers will no longer provide services for the council under the new patch based model, some will still retain work from individuals choosing to remain with them via a direct payment. The council would not quality monitor DP providers (unless they were on the framework), as in this scenario the service user chooses to employ a carer or agency directly, and they will manage their care. We would investigate if there were safeguarding concerns and we retain this responsibility.
- 8.3 There is a concern that small Brent based providers won't have the ability to deliver the number of hours expected from the patch based approach. The 13 patches that have been developed for older people/physical disabilities have been designed to make them attractive to providers - not so large that providers wouldn't be able to deliver the hours, but not so small that Brent ends up with too many providers, as is the case now. This is a delicate balancing act.
- 8.4 Whilst there will be challenges for some local providers to build capacity to become lead providers, the backup Lot will give opportunities to smaller providers to take on local authority work. Indeed, given the hours that will be commissioned from the backup Lot, this may appeal to some local providers more than the geographical patches, because this will enable them to pick up work at a level that they are used to. Commissioners will consider ways that officers can work to support local providers, to help build capacity ahead of beginning the tender process.
- 8.5 Whilst there is a clear business case for bringing reablement services back in-house, there are still a number of risks and challenges. Given that homecare services have been commissioned from other providers in recent years, the council has no experience in managing a regulated service such as reablement. This expertise would need to be brought in to ensure that services were run in line with regulations, (for instance, the service would need to be CQC registered before care could be delivered) as well as ensuring it was as efficient as possible, making best use of staff time and resources. The scale of these tasks for a service as complex as reablement should not be under-estimated.
- 8.6 The council has a great deal of expertise and experience in outsourcing services. However, it should be noted that commissioners have much less experience with in-sourcing. Specialist project management expertise will likely need to be sourced to support the in-sourcing of the reablement service. This is mostly due to the complexities of designing and managing a regulated service, and the need to ensure that the services is both compliant and safe.

9. Procurement

- 9.1 The homecare procurement will create a framework of organisations for adults and children with disabilities homecare services. The London Borough of Brent will be the exclusively named contracting authority accessing the framework and contracts.
- 9.2 The procurement will consist of twenty (20) lots. The lot arrangements are organized by service type and geographical area. Organisations will only be awarded a maximum number of 2 (two) lots to spread the risk of provider failure.
- 9.3 Price will be fixed at £19.00 an hour from year one of the contract. The contract price will therefore not be evaluated as part of the tender process. The price will increase each year to account for inflation as detailed in section 6.
- 9.4 Individual care packages will be awarded by way of a contract. The council would invite offers for care packages using the following lots -
- **Lot 1:** Provision of Services for Older People and Physical Disability Patch 1 Northwick Park and Preston (1 provider to be appointed)
 - **Lot 2:** Provision of Services for Older People and Physical Disability Patch 2 Sudbury (1 provider to be appointed)
 - **Lot 3:** Provision of Services for Older People and Physical Disability Patch 3 Tokyngton (1 provider to be appointed)
 - **Lot 4:** Provision of Services for Older People and Physical Disability Patch 4 Wembley Central & Alperton (1 provider to be appointed)
 - **Lot 5:** Provision of Services for Older People and Physical Disability Patch 5 Stonebridge (1 provider to be appointed)
 - **Lot 6:** Provision of Services for Older People and Physical Disability Patch 6 Queensbury & Kenton (1 provider to be appointed)
 - **Lot 7:** Provision of Services for Older People and Physical Disability Patch 7 Barnhill (1 provider to be appointed)
 - **Lot 8:** Provision of Services for Older People and Physical Disability Patch 8 Welsh Harp & Fryent (1 provider to be appointed)
 - **Lot 9:** Provision of Services for Older People and Physical Disability Patch 9 Dudden Hill & Dollis Hill (1 provider to be appointed)
 - **Lot 10:** Provision of Services for Older People and Physical Disability Patch 10 Harlesden (1 provider to be appointed)
 - **Lot 11:** Provision of Services for Older People and Physical Disability Patch 11 Willesden Green & Kensal Green (1 provider to be appointed)
 - **Lot 12:** Provision of Services for Older People and Physical Disability Patch 12 Mapesbury & Brondesbury (1 provider to be appointed)
 - **Lot 13:** Provision of Services for Older People and Physical Disability Patch 13 Queens Park and Kilburn (1 provider to be appointed)
 - **Lot 14:** Specialist Provider Children's Homecare East Zone (2 providers to be appointed)
 - **Lot 15:** Specialist Provider Children's Homecare West Zone (2 providers to be appointed)
 - **Lot 16:** Specialist Provider Learning Disabilities North Zone (1 provider to be appointed)

- **Lot 17:** Specialist Provider Learning Disabilities South Zone (1 provider to be appointed)
- **Lot 18:** Specialist Provider Mental Health North Zone (1 provider to be appointed)
- **Lot 19:** Specialist Provider Mental Health South Zone (1 provider to be appointed)
- **Lot 20:** Framework (Borough wide all lead providers and up to 10 additional providers to be appointed)

9.5 All services required shall be awarded in accordance with a Contract Award Process which will include a direct award and mini competition procedure.

9.6 Contract award shall be operated as a completely electronic process. The council will use CarePlace via the e-Brokerage module to purchase placements from the Lots and organisations will be required to respond to placement requests using CarePlace indicating the capacity and capability to provide the placement.

9.7 In accordance with Contract Standing Orders 88 and 89, pre-tender considerations have been set out below for the approval of the Cabinet.

Ref.	Requirement	Response	
(i)	The nature of the services	Adults and Children with Disabilities Homecare Services.	
(ii)	The estimated value.	Total estimated framework and contract value is £150m for the duration of the framework and contracts. The contracts would be for an initial term of three (3) years with the option to extend by periods of up to two (2) years.	
(iii)	The contract term.	Contracts will be for three (3) year with an option to extend for up to a maximum of one (1) year + one (1) year.	
(iv)	The tender procedure to be adopted.	Open, two envelope process under the "Light Touch Regime".	
v)	The procurement timetable.	Indicative dates are:	
		Publish OJEU on London Tenders Portal	18/11/2019
		Invite to tender on London Tenders Portal	20/11/2019
		Deadline for tender submissions	06/01/2019
		Envelope 1 - Panel evaluation of SQ and shortlist	03/02/2020

Ref.	Requirement	Response	
		Envelope 2 - Panel evaluation and contract decision	25/03/2020
		Report recommending Contract award circulated internally for comment	07/04/2020
		Contract award - Delegate authority to Operational Director Social Care in consultation with the Lead Member for Adult Social Care	21/04/2020
		Cabinet call in period of 5 days, in conjunction with minimum 10 calendar day standstill period – notification issued to all tenderers and additional debriefing of unsuccessful tenderers.	23/04/2020 to 04/05/2020
		Contract Mobilisation	05/05/2020
		Contract start date	01/09/2020
(vi)	The evaluation criteria and process.	<ol style="list-style-type: none"> 1. Envelope 1 - At selection stage, shortlists for each service type are to be drawn up in accordance with the council's Contract Procurement and Management Guidelines by the use of a selection questionnaire to identify organisations meeting the council's financial standing requirements, technical capacity and technical expertise. Organisations who fail any questions in this section will have their tender disregarded. Organisations that pass will be subject to a number of scored questions to further assess their technical ability. Organisations who do not meet the required threshold may have their tender disregarded and not have their second envelope 2 opened. 2. Envelope 2 - At tender evaluation stage, Organisations that meet the required threshold from each service type will have their envelope 2 opened and have their Quality and Social Value response 	

Ref.	Requirement	Response
		<p>evaluated. The panel will evaluate the tenders against the following criteria:</p> <ul style="list-style-type: none"> • Understanding & Knowledge • Quality, Performance & Outcomes • Delivery & Sustainability • Composition of price • Safeguarding • Equalities & Community Benefits • Social Value <p>3. The most economically advantageous tender (s) calculation will be based on: 90% of the points being awarded for the above quality criteria and 10% on the Social Value criterion.</p>
(vii)	Any business risks associated with entering the contract.	<p>The following business risks are considered to be associated with entering into the proposed contract;</p> <ul style="list-style-type: none"> • Budget implications to the council of delivering a London Living Wage compliant homecare service and comments on the preferred option of delivering LLW from Year 1 (2020/21). • There is a concern that small Brent based providers won't have the ability to deliver the number of hours expected from the patch based approach. • The transfer of care provision from old providers to new. <p>Mitigations for these risk have been outlined with this report in section 8.</p> <p>Financial Services and Legal Services have been consulted concerning this contract and have identified the risks associated with entering into this contract set out sections 11 and 12 of the report.</p>
(viii)	The council's Best Value duties.	The adoption of an open tendering process will enable the council to achieve best value for money.
(ix)	Consideration of Public Services (Social Value) Act 2012	See Section 16 below.

Ref.	Requirement	Response
(x)	Any staffing implications, including TUPE and pensions.	See section 10 below.
(xi)	The relevant financial, legal and other considerations.	See sections 11 and 12 below.

- 9.8 This contract is likely to have TUPE considerations and resident transition actions with multiple organisations as part of the mobilisation phase and therefore at least four (4) months between contract award and commencement are needed to manage these issues. Delegated authority to award the framework and contracts for homecare services for adults to the Strategic Director, Community Wellbeing in consultation with the Lead Member for Adult Social Care and contracts for homecare services for children and young people with disabilities to the Strategic Director Children and Young People in consultation with the Lead Member for Children's Safeguarding, Early Help and Social Care would allow the new provider and the council a (4) four-month period for mobilisation, with the new contract commencing on 1st September 2020.
- 9.9 Cabinet is asked to give its approval to these proposals as set out in the recommendations and in accordance with Standing Order 89.

10. Financial Implications

- 10.1 In agreeing the recommendation (iv) to ensure funding is made available to pay homecare workers under the new homecare services arrangements at the London Living Wage, the total spend on adults and children's homecare services will increase from £18.5m in 2019/20 to £31m by 2024/25 as shown in the table below. This is a total increase of £12.5m, of which £7.2m is attributable to LLW implementation.

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Adult Social Care	£17,596,059	£20,465,584	£25,039,412	£26,414,413	£27,866,260	£29,399,300
Children with Disabilities	£963,527	£1,041,715	£1,363,203	£1,438,061	£1,517,103	£1,600,565
Total Cost	£18,559,586	£21,507,299	£26,402,615	£27,852,474	£29,383,362	£30,999,865

- 10.2 Homecare providers are already legally required to pay care workers National Living Wage, and this is a rate that is already subject to inflation. The council has budgeted an additional £3m for adult's homecare up to 2022/23 and assumed a further £2m growth to 2024/25 to cover both inflation and the likely demographic growth, which equates to £5m.
- 10.3 The council has an annual £1.5m budget in the medium term financial strategy to pay for London Living Wage implementation. It is proposed that this fund be utilised in full from 2020/21 to 2024/25 to support the implementation of LLW in homecare contracts, which totals £7.5m. This, in conjunction with the £5m inflation and demographic growth

budget in Adult Social Care means that there is sufficient budget in medium term financial strategy to fund LLW implementation for homecare.

- 10.4 However, it should be noted that a decision to implement LLW from the start of the new contracts in September 2020 will require £5.8m from the council's reserves. The reserve that has been identified is the one off income from participation in the 2018/19 pan London 100% business rates pilot pool. This additional income did not form part of the council's budget assumptions, as the 100% pilot was for one year only, and the surplus was transferred to reserves in 2018/19. The income is not ring fenced and is sufficient to fund the LLW commitment.
- 10.5 Based on financial modelling undertaken to date, it is estimated that £0.4m is needed in 2020/21, £2.9m in 2021/22, £1.8m in 2022/23 and £0.7m in 2023/24. From 2024/25, growth in the homecare budget will have accrued to a level where reliance on reserves will no longer be needed.
- 10.6 The implementation of LLW in 2020/21 will commence from September 2020. All new homecare packages will automatically be migrated onto LLW rates from the onset of the new contracts. Existing packages will be migrated onto LLW on a phased basis as the new contract is rolled out on a patch by patch basis. The modelling for the drawdown from reserves in 2020/21 has been prepared on the basis of a patch by patch rollout. However, if the successful providers of the new contract are already existing providers, their existing packages would be migrated to LLW rates from the onset of the new contract. If this occurs, a higher drawdown from reserves of up to £1.2m would be required for 2020/21, which would equate to a total reserve requirement of £6.9m.
- 10.7 The cost of bringing reablement services in-house has been initially estimated at an additional £2m per annum from 2021/22. Funding for this growth will be considered as part of the budget setting process for that year, however the current expectation is that there will be capacity within the Improved Better Care Fund grant to fund this commitment.

11. Legal Implications

- 11.1 The nature and value of the framework and contracts make them subject to the Public Contracts Regulations 2015 (the EU Regulations). However, the services to be procured are classified as services falling under Schedule 3 of the EU Regulations with the result that they are only subject to partial application, to include publishing an award notice in the Official Journal of the European Union. The services to be procured will be classed as High Value Contracts under the council's Contract Standing Orders and Financial Regulations.
- 11.2 For High Value Contracts, the Cabinet must approve the pre-tender considerations set out in paragraph 9.7 above (Standing Order 89) and the inviting of tenders (Standing Order 88).
- 11.3 For High Value Contracts, Cabinet authority is generally required to award contracts once the tendering process is undertaken. However, for the reasons detailed in paragraph 9.8, delegated authority is sought to award the framework and contracts for homecare services for adults to the Strategic Director, Community Wellbeing in consultation with the Lead Member for Adult Social Care and contracts for homecare services for children and young people with disabilities to the Strategic Director Children and Young People in consultation with the Lead Member for Children's Safeguarding, Early Help and Social Care.

- 11.4 Officers will observe the requirements of a 10 calendar day standstill period under the EU Regulations before the framework and contracts are awarded. The requirements include notifying all tenderers in writing of the council's decision to award and providing additional debrief information to unsuccessful tenderers on receipt of a written request. The standstill period provides unsuccessful tenderers with an opportunity to challenge the council's award decision if such challenge is justifiable. However, if no challenge or successful challenge is brought during the period, at the end of the standstill period the council can issue a letter of acceptance to the successful tenderers and the contracts and framework may commence.
- 11.5 As detailed in Recommendation 2.1(vi), the intention is to bring reablement services back in-house. This will result in the potential insourcing of staff into the council from external providers pursuant to TUPE. To oversee the proposed insourcing, the intention is to engage programme management support as detailed in paragraph 7.6. This will require the procurement of a Low Value Contract under the council's Contract Standing Orders using powers delegated under the Constitution. Registration of the insourced service with the CQC will be required.
- 11.6 The reduction in the number of providers is also likely to lead to the transfer of staff pursuant to TUPE from some of the current providers to those appointed under the framework and contracts. The council will not be directly involved in such transfers pursuant to TUPE although it will be involved in facilitating such transfers.

12. Equality Implications

- 12.1 The very nature of homecare services means that they are targeted at, and are disproportionately accessed by, vulnerable adults and children who are also more likely experience multiple disadvantage due to their age, disabilities and health conditions. Equalities issues have been taken into account throughout the review of homecare in Brent and have been a key focus in the development of the new service model and service specification.
- 12.2 An Equalities Analysis has been completed. Where negative impacts have been identified these have been addressed within the service model and specification. Where positive impacts of the proposed model have been identified they have been enhanced where possible. An example of this is the focus placed on specialist providers to work with specific client groups, and the way the zones have been developed.
- 12.3 The proposed new service model will not remove services, but it will change the way services are delivered and will place greater emphasis on a personalised outcomes based approach.
- 12.4 The new service model is expected to deliver improved quality of service provision, improved service user experience, and establish more productive working relationships with providers. Impacts will be monitored throughout the implementation period and beyond via ongoing service user and provider engagement and the Quality Assurance Framework, the Outcomes Framework and Performance Management Framework that are included in the service specification and associated schedules.

13. Consultation with Ward Members and Stakeholders

- 13.1 This tender has borough wide implications, so specific consultation with ward councillors has not taken place.

14. Human Resources

- 14.1 The services are currently provided by external providers and there are no direct staffing implications for the council arising from the tender process. However, as part of the procurement process, employee liability information will be sought from current contractors and provided to the tenderers. The TUPE process and any issues that may arise from it will be managed during the mobilisation phase, which will be at least four (4) months between contract award and commencement.
- 14.2 Further HR implications are likely to arise through bringing reablement services back in-house. These will be fully scoped through the project planning process.

15. Public Services (Social Value) Act 2012

- 15.1 The council is under duty pursuant to the Public Services (Social Value) Act 2012 ("the Social Value Act") to consider how services being procured might improve the economic, social and environmental wellbeing of its area; how, in conducting the procurement process, the council might act with a view to securing that improvement; and whether the council should undertake consultation. Officers have had regard to considerations contained in the Social Value Act in relation to the procurement.
- 15.2 The services under the proposed contract have as their primary aim the improvement of the social wellbeing of vulnerable groups in Brent. In procuring the services and in accordance with the council's Social Value Policy, 10% of the total evaluation criteria will be reserved for social value considerations

REPORT SIGN-OFF

Phil Porter

Strategic Director, Community Wellbeing

Appendix 1 – Patch Based Proposal

Map 1 – Proposed Homecare Localities

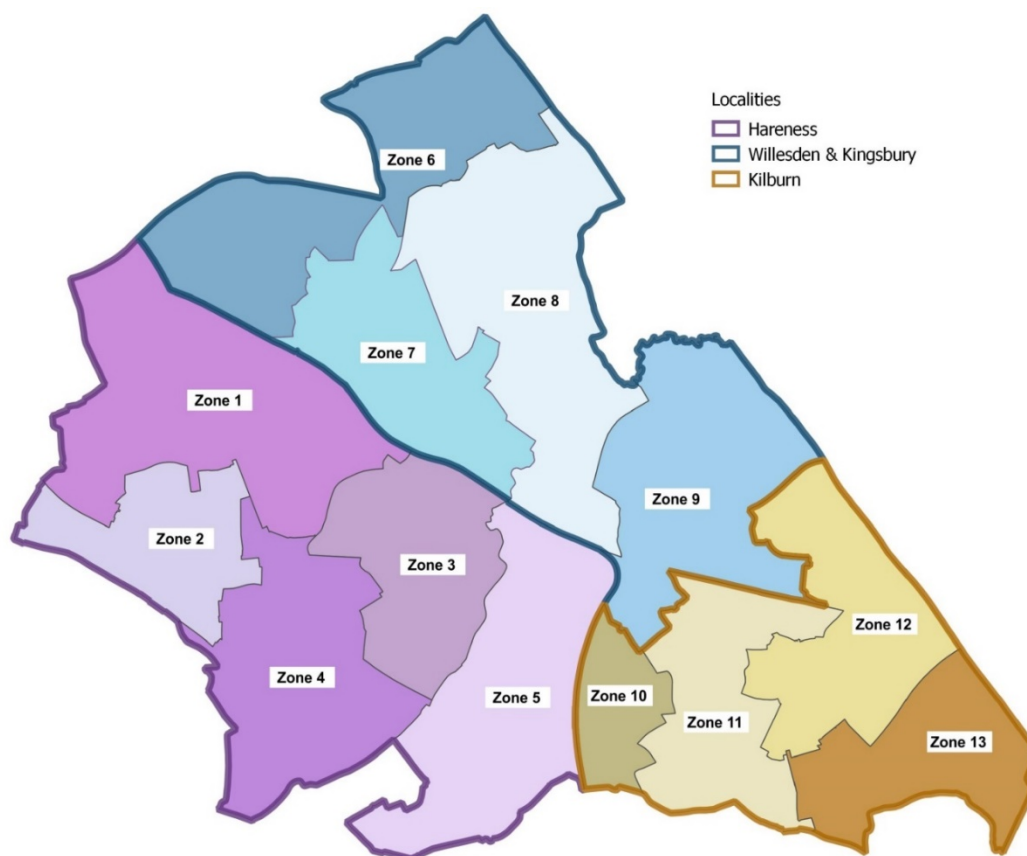


Table 1 – Older People / Physical Disability Homecare Localities

Locality	Zone		Average number of hours per week	Monthly snapshot of service users (March 2019)	Total number of service users over 12 month period
Hareness	1	Northwick Park and Preston	1956	124	187
	2	Sudbury	1432	88	120
	3	Tokington	1440	88	128
	4	Wembley Central and Alperton	2194	151	212
	5	Stonebridge	1359	110	165
Wilkesden and Kingsbury	6	Queensbury and Kenton	1749	120	194
	7	Barnhill	1366	88	128
	8	Welsh Harp and Fryent	1900	135	200
	9	Dudden Hill and Dollis Hill	1988	138	191
Kilburn	10	Harlesden	1539	100	128
	11	Wilkesden Green and Kensal Green	2300	156	224
	12	Mapesbury and Brondesbury	1700	123	187
	13	Queens Park and Kilburn	1950	132	201

Table 2 – Children’s Homecare Localities

			Average number of hours per week (snapshot)	Monthly snapshot (March 2019)	Number of service users over 12 month period
Children’s homecare	2 zones – East and West (based on Children’s teams)	4 lead providers (2 for each zone)	900	77	77

Table 3 – Learning Disabilities and Mental Health

			Average number of hours (snapshot)	Monthly snapshot (March 2019)	Number of service users over 12 month period
Learning disabilities and mental health	2 zones – North and South (based on ASC Teams)	4 lead providers (2 for LD and 2 for MH)	1988	122	151

Appendix 2 – Unison Care Charter

Ethical care charter for the commissioning of homecare services

Stage 1	Stage 2	Stage 3
<p>The starting point for commissioning of visits will be client need and not minutes or tasks. Workers will have the freedom to provide appropriate care and will be given time to talk to their clients</p> <p>The time allocated to visits will match the needs of the clients. In general, 15-minute visits will not be used as they undermine the dignity of the clients</p> <p>Homecare workers will be paid for their travel time, their travel costs and other necessary expenses such as mobile phones</p> <p>Visits will be scheduled so that homecare workers are not forced to rush their time with clients or leave their clients early to get to the next one on time</p> <p>Those homecare workers who are eligible must be paid statutory sick pay</p>	<p>Clients will be allocated the same homecare worker(s) wherever possible</p> <p>Zero hour contracts will not be used in place of permanent contracts</p> <p>Providers will have a clear and accountable procedure for following up staff concerns about their clients' wellbeing</p> <p>All homecare workers will be regularly trained to the necessary standard to provide a good service (at no cost to themselves and in work time)</p> <p>Homecare workers will be given the opportunity to regularly meet co-workers to share best practice and limit their isolation</p>	<p>All homecare workers will be paid at least the Living Wage (as of November 2013 it is currently £7.65 an hour for the whole of the UK apart from London. For London it is £8.80 an hour. The Living Wage will be calculated again in November 2014 and in each subsequent November).</p> <p>If council employed homecare workers paid above this rate are outsourced it should be on the basis that the provider is required, and is funded, to maintain these pay levels throughout the contract</p> <p>All homecare workers will be covered by an occupational sick pay scheme to ensure that staff do not feel pressurised to work when they are ill in order to protect the welfare of their vulnerable clients.</p>