



Resources and Public Realm Scrutiny Committee

Wednesday 4 December 2019 at 6.00 pm

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

Membership:

Members

Councillors:

Kelcher (Chair)
Kansagra (Vice-Chair)
Aden
S Choudhary
Gbajumo
Johnson
Kabir
Mashari
Nerva
Stephens

Substitute Members

Councillors:

Afzal, S Butt, Ethapemi, Hector, Knight, Shahzad,
Ketan Sheth and Thakkar

Councillors:

Colwill and Maurice

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The press and public are welcome to attend this meeting

Notes for Members - Declarations of Interest:

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

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

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

***Disclosable Pecuniary Interests:**

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

****Personal Interests:**

The business relates to or affects:

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

Or

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

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

Agenda

Introductions, if appropriate.

Item	Page
1 Apologies for absence and clarification of alternate members	
2 Declarations of interests	
Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary, personal or prejudicial interests in the items on this agenda and to specify the item(s) to which these relate to.	
3 Deputations (if any)	
To hear any deputations received from members of the public in accordance with Standing Order 67.	
4 Minutes of the previous meeting	1 - 16
To approve the minutes of the previous meeting as a correct record.	
5 Matters arising (if any)	
To consider any matters arising from the minutes of the previous meeting.	
6 Chair's Report	17 - 20
To note a report from the Chair of the Resources and Public Realm Scrutiny Committee.	
7 Annual Complaints Report	21 - 66
To consider the Annual Complaints Report which sets out complaints performance in Brent for the period April 2018 to March 2019.	
8 Data Led Service Delivery	67 - 76
To consider Data Led Service Delivery. This report discusses the Council's approach to using data to target services and improve service delivery.	

9 Tourism in Brent

77 - 88

To consider response to the context of tourism in Brent including key assets, current activity and opportunities.

10 Air Quality Scrutiny Report (to follow)

To receive the report of the Air Quality Scrutiny Task Group.

11 Recommendations Tracker

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To note the Scrutiny Recommendation Tracker - a table to track the progress of recommendations made by the Committee.

12 Any other urgent business

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

Date of the next meeting: Wednesday 29 January 2020.

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



MINUTES OF THE RESOURCES AND PUBLIC REALM SCRUTINY COMMITTEE **Thursday 12 September 2019 at 6.00 pm**

PRESENT: Councillor Kelcher (Chair), Councillor Kansagra (Vice-Chair) and Councillors S Choudhary, Gbajumo, Johnson, Kabir, Mashari, Thakkar and Stephens.

Also Present: Councillors Miller, M Patel, Southwood and Tatler.

1. Apologies for absence and clarification of alternate members

Apologies for absence were received from Councillors Aden (substituted by Councillor Anita Thakkar) and Nerva.

2a. Declarations of interests

In relation to agenda item 8, Carlton and Granville Centre Site update report, Councillor Robert Johnson declared that he knew people on both sides of the argument and he was a member of South Kilburn Trust, therefore, he would not take part in the discussion or decision making on this item.

With regards to agenda item 9, Council Tax Support and Local Welfare Assistance, Councillors S Choudhary and Stephens declared that they were members of Council Tax Task Group.

2b. Order of Business

RESOLVED:

It was resolved that the order of the agenda be amended to take the agenda item 3, Deputations, together with item 8, Carlton and Granville Centre Site update report, as deputations and public questions under item 3 related to item 8.

3. Deputations

In relation to agenda item 8, Carlton and Granville Centre site update report, the following people made representation to the Committee under the deputation provision - Standing Orders paragraph 32:

- Mr Babikir and Mr Arai on behalf of Rumi's Cave - Mr Arai presented a joint deputation at the meeting.
- Leslie Barson presented a deputation on behalf of Granville Community Kitchen.
- David Kaye and Peter Firmin read a public question each.

The following key queries and issues were highlighted by the presenters during the aforementioned representations to the Committee.

Mr Arai (Deputation on behalf of Rumi's Cave):

Lack of Engagement - The application did not demonstrate that relevant tests had been carried out to justify why an enterprise hub/workspace was required and how older residents' needs had been addressed. It ignored what was at the heart of the community and social wellbeing which was also supported by the statement of community involvement.

Loss of Community Space - The Council's regeneration proposal for this site was a "disbenefit" to the community as the Design and Access Statement (DAS) identified that the existing floor space occupied by the temporary tenants had not been included when calculating the existing provision. When comparing the existing floor area with the proposed it would appear that there was a net increase, however, when one included the floor space occupied by the temporary tenants which was designated as D1 use class under the Town & Country Planning Act, there was a loss of c. 450m², hence, this was a major disbenefit of the proposal.

Housing Mix and Demand - Although the Council was delivering 100% affordable housing, there was neither any evidence in the supporting application or planning statement that justified that local housing needs had been considered, nor did the application encouraged mobility between tenures. Brent's Strategic Housing Market Assessment (SHMA) document informed the Council's position concerning housing size mix for both market and affordable dwellings whilst taking account of Brent's Core Strategy Policy CP2 of seeking 25% of new dwellings in the Borough to be 3-bed dwellings or more. The Social Economic profile data stated that South Kilburn had a higher proportion of lone parent households compared with Brent. Mr Aria claimed that, in a statement made on the 27th August by a council officer, it was suggested that this application was required to address overcrowding. However, there was no evidence in the supporting application or planning statement that justified that local housing needs had been considered, and the application did not encourage mobility between tenures as the proposed unit mix was 100% social rent. As a result, there was no justification of the proposed mix, the need for an Enterprise Hub but more importantly no compelling argument to justify the loss of community floor space.

Ms Barson (Deputation on behalf of Granville Community Kitchen):

The representation centred around the question of 'how could the Scrutiny Committee continue to support Granville Carlton development?'. Ms Barson asked the Committee to particularly monitor and further scrutinise the following aspects of the Cabinet decision:

- Family units seemed to be going from 28 to 18 with no guarantee of these being social/council housing.
- How would the Committee ensure that effective and workable safeguards were in place against noise, particularly, in hot summer when people and users would open windows and use a balcony.
- Minimum social housing provision needed clarification with specific details.

- Concerning the paragraph 3.5c of the report, the ethos was that the small businesses ‘give back’ to the community so that social enterprise was at the heart of the Granville and community engagement - this statement required clarification and specific details.
- In relation to the paragraph 3.5d of the report with regards to the democratic selection process and the role of the Stakeholders Group - Ms Barson stated that the group was not democratic and transparent and the claim that the parameters were being worked out and finalised was unfair. She added that the entire passage about this issue was misleading and the group was yet to be decided and this must be monitored very carefully.
- There needed to be effective and robust checks and balances on decisions and recommendations and the Committee must continue to monitor council performance and cabinet decisions. In that regard, a letter was written by Ms Barson to members of the Scrutiny Committee requesting them to closely look at this Cabinet decision.

Mr Firmin (Personal):

The representation centred around the question of ‘to what extent did proposals for the future of the Granville & Carlton Centre conform to what the Scrutiny Committee previously requested’? Mr Firmin made the following points to the Committee:

- The scrutiny of the Council and its Cabinet/Executive was very important for residents. The number of units for council housing in the scheme was extremely important but in the Cabinet’s response to the Committee’s recommendations, there was no mention of it. The Committee must follow through on its initial scrutiny session and other queries raised to achieve the best possible outcomes.
- With regards to open membership and democratic process of the Stakeholders Group, a chair of tenants’ association in Kilburn never received an invitation to join and it seemed that certain individuals were invited to express interest, therefore, it was not a democratic process.

Mr Kaye (Personal):

Citing ‘local community representation, governance and democracy’ aspects touched upon in paragraphs 3.4d and 3.5d of the report, Mr Kaye stated that there were confusion and potential conflict of interest about the precise role of South Kilburn Trust in this scheme as they were a partner in the development. Mr Kaye was of the view that it was a real contradiction that responsibility of consultation was in the hands of a body that was a partner with the Council in the development. He asked that the Committee must investigate this close relationship which could have wider implication about the Council’s overall relationships and role.

During the discussion, Members of the Committee made the following queries and comments:

- Referencing the elderly residents' issue highlighted in the deputation, the Chair, Councillor Kelcher, asked whether the concerns and issues relating to locally disadvantaged groups were adequately considered. Councillor Tatler agreed to look further and reassured that a local hub would need to support all groups.
- Members enquired about the details of 'Social Work Space' and 'Community Floor Space' along with clarity as to which uses were included in various calculations used considering comments about the existing Net Internal Area (NIA) and the possible variance in numbers, if any. Cllr Tatler responded to this.
- The Chair asked about the noise issue. A Member also noted that 'windows to be kept shut' was a very weak response and there was a need to look beyond that. Another Member commented about the possible use of air conditioning and claims of naturally powered air conditioning should be carefully considered and tested. In response, it was noted that professionals were involved in the scheme design to minimise noise impact and comply with building regulations. Councillor Tatler indicated that she was happy to receive any recommendations from scrutiny members to consider. She assured that modern technology was being used to mitigate as best as possible and tenants would be made aware and that this matter would be considered as part of the planning consideration.
- About anti-social behaviour monitoring and environment, Councillor Tatler indicated that there would be natural surveillance as well as permanent CCTV together with the use of green technology and sustainable materials as much as possible. The safeguarding element was also being considered.

[As resolved earlier, the Committee moved on to consider the agenda item 8, Carlton and Granville Site update report at this juncture]

8. **Carlton and Granville Centre Site**

The report provided an update report, following the Committee's meeting on 3rd April 2019 to continue monitoring progress on the development of the scheme and how the assurances being sought had been addressed.

Previously, the Committee also referred the matter back to the Cabinet and as required by the call-in procedure, the Cabinet reconsidered its original decision on the Carlton & Granville Centres Site - South Kilburn - at the Cabinet meeting on Monday, 15 April 2019.

At the invitation of the Chair, Councillor Tatler, Brent Council's Lead Member for Regeneration, Property & Planning, responded to various queries, deputations and updated the Committee about the Cabinet's decision about Carlton and Granville Centre Site. During her update, the following key points were noted:

- Council Housing - The unit mix had now been changed in favour of family units, which would all be council housing units (social rent). The scheme now

being considered by planning officers was for 18 units, comprising 4 x 1 bed, 3 x 2 bed, 4 x 3 bed, 7 x 4 bed.

- Community Asset - The Council fully understood that the Carlton and Granville Site/ The Granville was an important community asset.
- Noise - Concerns about noise had been carefully considered and would be covered in the final scheme.
- Social Enterprise Model - There was a meeting with stakeholders, the proposal was not just for small businesses and the Council was looking more at the social enterprise model. The Council was working towards clearly defining 'social enterprise' and to do more work together with local entrepreneurs in this domain, and work with the C&G Stakeholder Group on this.
- Engagement and local Stakeholders - The entire South Kilburn Estate was canvassed for new members to the C&G Stakeholder Group, however, there were only three expressions of interest received in return. The process of engagement would be continuing. So far, a variety of methods to engage with local residents and stakeholders were used with 40 events held and letters as well as emails sent. However, with the best will in the world, one could not force everyone to come and engage all the time and the conversation had been much broader than just emails or one particular mode of engagement.
- The Stakeholders Group - The Stakeholders Group was about bricks and mortars as well as the community needs concerning the project - the decisions would be taken with the Stakeholder Group, not just by the Council. The formal governance of the group was scheduled to be in place by the end of this year but the final decision rested with stakeholders. Three Local Ward Councillors, elected democratically by local residents, were also part of the Stakeholders Group.
- South Kilburn Trust - This was an independent group with the membership of their trustees open to the public. Now, there would also be two additional new positions available to residents and local stakeholders, through an open and transparent process, to join as trustees.
- Action by the Cabinet on recommendations by the Committee – in response to previous comments made at the Resources and Public Realm Committee, clear actions had been taken as a result of recommendations. For example, council homes, ventilation, comprehensive noise assessment, a governance structure, as well as, two new vacancies open to all etc. to name some of the changes. As the relevant Lead Member, Councillor Tatler, along with residents, scrutiny and officers, would continue to work hard to make this a successful scheme that added value and benefitted the community.

The Chair thanked the members of public and Councillor Tatler, Lead Member for Regeneration, Property & Planning, Lead Member for their invaluable contributions concerning the agenda item 8, Carlton and Granville Update Report.

The Committee noted that in reviewing and confirming its decision, the Cabinet supported the recommendations made by the Resources and Public Realm Scrutiny Committee, details of which were as follows:

- In terms of the recommended design option, the 23 units of housing be provided as social housing. In recognising the need to address issues in relation to viability, the Cabinet would explore a predominance of three or four bedroom 'family sized' accommodation.
- Appropriate noise-reduction safeguards be provided for tenants within the new housing units in order to manage the relationship between the mixed residential and community use on the site - such a provision was to ensure that noise concerns did not limit the use of the facility by the community.
- A minimum level of local social enterprise provision was guaranteed within the Enterprise Hub.
- Community governance options being developed in terms of future management of the site must be based around the Key Stakeholder Group and involved a range of broader local community members. Such governance options must have open membership to locals, with democratic processes for the selection of people and positions.

After careful consideration and taking into account the discussion that took place under item 3 - deputations relating to this agenda item - it was **RESOLVED:**

The Resources and Public Realm Scrutiny Committee:

- i. Recommends that the Council vigorously promote the fact that the units at Granville would be 'council' housing to better inform the public who had concerns about the provision of affordable housing at the site;
- ii. Recommends that the Cabinet ensured that social enterprise spaces offered business space to those groups in the area who found it hard to reach work (e.g. elderly etc.) and bring forward an action plan to achieve this objective; and
- iii. Requested the Lead Member for Regeneration, Property & Planning to bring back an update report to this Committee in early 2020 on the following aspects:
 - The plans to promote the fact new units would be council homes.
 - The final design and efficacy of noise dampening scheme.
 - The provision of social enterprise space in the new business hub.
 - The robustness of new governance structure and demonstration of local involvement at both South Kilburn Trust and in the development of the stakeholders' group for this specific development.

In addition, the Resources and Public Realm Scrutiny Committee made the following information requests:

- a. To provide information to the Committee on the definitions of "affordability" when it came to workplace space (e.g. to clarify at what percentage of the market rate they would be let at) and how much space would be given to this provision. Also, to provide specific details about social enterprise, social workspace and community floor space.

4. Minutes of the previous meeting

RESOLVED:

That the minutes of the last meeting held on 3 July 2019 be approved as a correct record subject to Councillor S Choudhary's name being added under 'also present'.

5. Matters arising (if any)

In relation to Tottenham Hotspur Section 106 Commitments - the difference between the 'amount' and the amount 'claimed to date' in the table on the supplementary information about Wembley stadium - Councillor Kabir enquired about a significant amount of money that was outstanding and details were not available in the table/report. Amar Dave (Strategic Director Regeneration & Environment) undertook to look into this matter and send the requested information to Councillor Kabir.

Councillor Nerva had approached the Chair, prior to the meeting, to request information about tree-work. The Chair stated that it would be covered in his next Chair's report.

6. Chair's Report

The Committee considered the Chair's report which set out details regarding the selection of topics for the current meeting as well as work undertaken by the Committee outside of public meetings.

RESOLVED that the Chair's report be noted.

7. Brent Statement of Licensing Policy

The Chair welcomed Councillor Miller, Lead Member for Community Safety & Engagement, to the meeting. Councillor Miller introduced the report and highlighted that the Committee had before them a pre-scrutiny update for their perusal and feedback.

Councillor Miller added that the briefing paper provided a significant update and sought views from members of the Scrutiny Committee as part of a pre-decision scrutiny consultation with regards to the proposed draft Statement of Licensing Policy. He stated that the report contained a range of vital measures, including minimum unit pricing, along with other matters, to ensure that drinking in Brent took place in a regulated environment that struck a careful balance between supporting

the night-time economy along with tackling anti-social behaviour (ASB), consideration of the welfare and safety of the community and stakeholders.

After his introduction, Councillor Miller handed over to Yogini Patel (Senior Regulatory Service Manager, Brent Council) to provide further details and the following key points were highlighted:

- Since the last review in 2015 which did not have evidence of ASB and other issues, a lot of work had been carried out in this area and it now included hot spots including areas with less housing space, consideration of 24-hour economy in the Borough particularly Wembley and Kilburn and to tackling of negative behaviour and crime.
- New off-licenses to meet stricter criteria, welcoming approach to on-licenses with food and entertainment to provide a healthier mix.
- 70p unit limit price and potential restrictions options until it could be proven that an establishment/licensee was not contributing to the problem.
- Before determining the Policy, the Licensing Authority must consult the persons listed in section 5(3) of the Licensing Act 2003. As was good practice, the licensing authority would consult more widely and not only limit it to the persons listed in section 5(3) of the Act. Section 5 of the report outlined that the Licensing Authority would consult widely. Persons to be consulted include Chief Police Officer, London Fire Brigade, Director of Public Health, local premises licence holders, club premises licence certificate holders as well as bodies representative of businesses, residents, Planning, Trading Standards, Children Safeguarding, Public Safety, Noise Team, Licensing Authority and Home Office.
- Consultation would also be undertaken with members of the Licensing Sub-committee, and with members in areas where proposed cumulative impact zones were proposed.
- The consultation commenced on 23rd August 2019 and would end on 4th October 2019. Brent Forums would be consulted and their comments and views would be considered as the dates for the forums fell outside the period for on-line consultations.

The Chair thanked the Lead Member and Officers for their introduction and work and subsequently invited questions from the Committee with Members spotlighting on the following key areas:

- The role of mystery shoppers and limiting sales of alcohol in the stadium and other problematic areas should be further encouraged.
- CCTV recordings were kept for 31 days. Yogini Patel clarified that the recordings could not be watched live due to home office guidance.
- Police and the Licensing Authority visited any problem areas and the Council CCTV could also be utilised, where possible.

- The work done by the Council in Queensbury area must be praised nevertheless there were eight town centres in the borough and it would be good to know how often were these increased or decreased. In response, the Committee noted that cumulative impact zones (CIZs) were continuously reviewed, subject to consultation and regular updates from various teams were coordinated and put in the mix.
- Responding to the queries about the Council's support for the local night time economy, it was highlighted that a careful balance between effective enforcement vis-a-vis the development of night time economy needed to be struck to ensure sufficient safeguards were in place while supporting the night-time economy. Councillor Miller reassured that Brent did not have an overzealous approach in Kilburn or elsewhere in the Borough and all applications were determined by a committee according to a set criterion.
- The new stricter measures could not be applied to existing premises due to appeals and license transfers issue which had been reported to the Home Office.
- The Chair enquired if the initiatives like the Home Office's Purple Flag Scheme were being pursued. In response, it was noted that the purple flag was mentioned in the Licensing Policy but was a resource intensive route which could be an issue. Councillor Miller added that other voluntary measures could be explored and were being explored. He added that a voluntary registration scheme that would be published so that people could check information about various establishments and make their own minds.
- The new policy intended to have restrictions on miniatures and a high percentage of alcohol drinks to avoid inappropriate and dangerous top-ups.
- Concerning a query about compliance and data on 70p minimum unit price, it was clarified that this policy option was being introduced for the first time in Brent and the Council would have an idea in a year. HMRC would keep the additional money raised by the scheme and this was only at a consultation stage at the moment. It was also not blanket minimum pricing like the one adopted in Scotland.
- Licensing and public place protection orders were separate regimes.
- Resources was an issue so had to target areas based on evidence and heat maps.

RESOLVED:

The Resources and Public Realm Scrutiny Committee:

- i. Recommends that the Council takes action to encourage key night-time economy locations (primarily Wembley and Kilburn) to attain the appropriate status reflecting the best practice, for example, the Home Office's Purple Flag Standard.

- ii. Notes the draft Statement of Licensing Policy in Appendix A, Cumulative Impact Zones proposed in Appendix B and consultation questionnaire in Appendix C.
- iii. Further notes that once the public consultation period ended, the draft Policy might be the subject of change before it is reported to Full Council for approval on 23 November 2019.

The Resources and Public Realm Scrutiny Committee made the following information requests:

- a. Data on consultation feedback around minimal unit pricing be shared with the Committee by email once consultation came to an end.
- b. To simplify the language in the penultimate paragraph on page 3 of the policy document about timing variance.

9. **Council Tax Support and Local Welfare Assistance**

Councillor Southwood (Lead Member for Housing & Welfare Reform, Brent Council) and David Oates (Head of Customer Services Operations) introduced the report. Councillor Southwood highlighted that the key focus of the policy was on the ability to pay and the scheme was cost neutral.

Resources and Public Realm Scrutiny Committee was asked to provide feedback and comments on the proposals to feed into the wider public and stakeholder consultation before the final scheme was agreed.

In considering the report, the following key points and comments were highlighted:

- A number of factors that drove the proposal to review the CTS scheme for 2020/21 were: to design a scheme which was fit for future needs - in particular how residents in receipt of Universal Credit (UC) were treated; to address any elements of the current scheme which were unsustainable or undesirable in the long-term (primarily these related to the assessment of claimants on UC and the criteria for exemption), to streamline administrative processes and reduce complexity for claimants; the Council was committed to maintaining the current level of funding for CTS, so any changes to the scheme must be cost neutral to Brent; and to ensure that the financial support available was going to those residents who were at least able to pay council tax because they were struggling with poverty, and reviewing the scheme provides an opportunity to evaluate this and recalibrate specific levels of support if appropriate.
- The proposed scheme had two key elements - a banded discount element based on the claimant's net earned income (with DWP and HMRC benefits disregarded) and revised deductions to entitlement in respect of other adults (non-dependants) living in the claimant's property (particularly those non-dependants with significant earnings). Proposing to simplify and streamline the charges based on income - appendix c.

- Over recent months, the Council's Local Council Tax Support¹ (CTS) scheme had been reviewed, by officers working in conjunction with a Member Working Group, and a new draft scheme developed, intended to take effect from 1 April 2020. The proposed change required public consultation.
- This report summarised the proposed scheme which had been developed and which was currently subject to public and stakeholder consultation until 10 October 2019.
- In legislation, the scheme was referred to as a Council Tax Reduction Scheme (CTRS). Council Tax Support (CTS) was the name given to Brent's current local scheme.
- The proposed scheme also contained a number of other features and rules which were outlined in the report and its appendices.

The Chair thanked the Lead Member and Officers for the introduction to the report and subsequently invited questions from the Committee - Members raised the following queries and comments:

- Referring to Appendix A, what other schemes were considered as there was not enough details.
- About charging non-dependents, the calculation was based on gross figures for non-dependents whereas it was based on the net figures for actual applicants - this needed to be reviewed.
- Percentage of total income should be carefully considered and the impact on weekly take-home pay analysed and case studies be made available to the Committee.
- To take into account any stakeholders' concerns including zero hour contracts.
- A range of publicity and engagement sessions were being carried out including an event on 2 October, as well as, all those people affected directly by the scheme were being written to.
- Inflation/deflation would continue to be reviewed each year.
- A good report and a reasonably fair draft scheme, except a few minor tweaks/concerns highlighted above.

The Chair thanked the Lead Member and officers for their work and contribution.

RESOLVED:

The Resources and Public Realm Scrutiny Committee:

- i. Notes that the proposed Council Tax Support scheme which was subject to public and stakeholder consultation until 10 October 2019.
- ii. Recommends that the Cabinet look into the gross/net disparity based on legacy about income thresholds and report back on the resolution.

The Resources and Public Realm Scrutiny Committee made the following information requests:

- a. To receive a report on local welfare assistance for pre scrutiny, as soon as possible, when ready.
- b. To receive more detailed case studies and information on costs as a percentage of weekly income and impact on weekly take-home pay rather than raw figures.

10. **Knife Crime Scrutiny Task Group Report**

Councillor Sandra Kabir (Chair of the Knife Crime Scrutiny Task Group) introduced the final report which set out the findings and recommendations of the Knife Crime Task Group.

In considering the report, the Committee noted that through its work, the Knife Crime Scrutiny Task Group (the Task Group) sought to gain a better understanding of knife crime in Brent, how appropriate interventions could reduce it and which interventions might work locally. In particular, the Task Group looked at partnership working arrangements and reviewed what could be done to complement the wider public health approach and held a series of evidence-gathering sessions with internal and external partners and experts.

The Task Group had made 13 recommendations which it would put to the Cabinet and the Safer Brent Partnership to affect change. Resources and Public Realm Scrutiny Committee had considered a draft report from the Task Group on 3 July 2019 and provided its comments - the final draft report was now being presented to the Committee to review and to agree the final recommendations as set out on page 4 of the report.

Councillor Mili Patel, Lead Member for Children's Safeguarding, Early Help and Social Care, welcomed the report on an important issue and thanked the Task Group for their hard work, particularly contextual safeguarding and important messaging backed up with a good set of recommendations.

During the discussion, Members praised all 13 recommendations of the Task Group and particularly spotlighted on the following recommendations as being very useful:

Recommendation 7 (Youth)

The council to support and encourage schools and other community organisations to make their facilities available for youth-focused activities after school hours and during holidays, to keep young people engaged in positive activities and deterred from crime.

Recommendation 8 (Education and Schools)

The council to work with Brent primary and secondary schools, the Brent School Partnership (BSP) and the Safer Brent Partnership, to develop and implement a Schools Safety Charter.

Recommendation 9 (Rehabilitation and Support)

The council must enhance the way it works with Brent youth offending services, London CRC and the National Probation Service in order to support offenders who can be rehabilitated, and continue to manage and assess risk.

Recommendation 10 (Collaborative working | Faith and VCS Groups)

The council to facilitate more collaborative working between the voluntary and community sector (VCS) and religious organisations, to raise funds for projects and training to prevent knife crime.

Recommendation 11 (Housing support and Government)

The council to make representations to Government to put guidance in place on the handling of housing needs cases for those at risk of violence (through gangs/ county lines) and reconsider the threshold at which someone who is deemed to be at sufficient risk gets re-housing support.

Recommendation 12 (GLA/MOPAC funding)

The council to make representations to the GLA/ Mayor's Office for Policing and Crime/ Violence Reduction Unit advising that the county lines programme is running at full capacity with an increasing unmet need. More intensive, longer-term funding needs to be provided.

Councillor Miller, Lead Member for Community Safety & Engagement, observed that this was a more positive story and it was worth remembering that psychological trauma of knife crime could not be ignored. In praising the work, he stated that this was one of the best pieces of work coming out of scrutiny that helped with contextual policy making and was a testament to the hard work of the Task Group.

Councillor Kabir thanked her colleagues on the Task Group for their great work and support from the officers. She highlighted that the Task Group had interviewed 43 people which provided invaluable insight and helped develop the recommendations. Councillor Kabir informed the Group that she intended to be the champion of reduction in knife crime and would do her best to make a difference and push for the implementation of the recommendations.

The Chair thanked the Task Group for their work particularly for its approach based on social justice backed up by evidence.

RESOLVED:

The Resources and Public Realm Scrutiny Committee:

- i. Requests that the scrutiny report be sent to Safer Neighbourhood Board and to Safer Neighbourhood Teams and responses sought.
- ii. Agrees the report and recommendations of the Knife Crime Scrutiny Task Group and that the report now be referred to the Cabinet for consideration.

11. **Budget Scrutiny Task Group**

The Committee was invited to consider the establishment of a Scrutiny Task and Finish Group to review the Budget Outturn Performance for 2019/20; to review the implementation of the 2019 Budget Scrutiny recommendations (as agreed by the Council/Executive); and to review the Brent Council Budget Proposals for 2020/21, in accordance with Part 4 paragraph 5 of the Council Constitution.

It was anticipated that the Task and Finish Group would convene between October 2019 to January 2020 to receive oral and written evidence and report back to the Resources and Public Realm Scrutiny Committee at its meeting on Wednesday 29 January 2020 with a view to receive a report and make recommendations to the Council and Cabinet.

RESOLVED:

The Resources and Public Realm Scrutiny Committee agreed:

- i. That the Budget Scrutiny Task Group be established with the following members:
 - Cllr Matt Kelcher, Chair
 - Cllr Ketan Sheth
 - Cllr Neil Nerva
 - Cllr Anita Thakkar
 - Cllr Reg Colwill
- ii. That the Budget Scrutiny Task Group have the following terms of reference:
 - a. To consider the in-year budget performance of the Council against outturn expenditure for 2019- 2020.
 - b. To identify and consider the key budget pressures and strategic financial issues for the Council and how these are being managed.
 - c. To consider the draft budget proposals for 2020- 2021, including the main areas of proposed growth and savings, key budgetary risks and the extent to which the budget proposals reflect the Council's priorities outlined in the Borough Plan".

12. **Recommendations Tracker**

The Chair introduced the Scrutiny Recommendation Tracker table (Appendix 1 of the report), which tracked the progress of recommendations made by the Committee.

RESOLVED:

- a. The Resources and Public Realm Scrutiny Committee notes the progress of the previous recommendations of the Committee.

- b. That, on 14 October, Councillor Kabir, attend the Cabinet on behalf of the Resources and Public Realm Scrutiny Committee, to present the Knife Crime Scrutiny Task Group report with its recommendations. She would also present other scrutiny recommendations from the Committee and requests an executive response and decisions on these scrutiny recommendations.

13. **Any other urgent business**


None.

The meeting closed at 8.09 pm

M KELCHER
Chair

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 Brent	Resources and Public Realm Scrutiny Committee 4 December 2019
	Report from Strategic Director of Customer and Digital Services
CHAIR'S REPORT REPORT FROM THE CHAIR OF THE RESOURCES AND PUBLIC REALM SCRUTINY COMMITTEE	

Wards Affected:	All
Key or Non-Key Decision:	Non Key Decision
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	Appendix 1 - Chair's Report – report from the Chair of the Resources and Public Realm Scrutiny Committee
Background Papers:	None.
Contact Officer(s): (Name, Title, Contact Details)	Michael Carr - Senior Policy and Scrutiny Officer michael.carr@brent.gov.uk

1.0 Purpose of the Report

- 1.1 The purpose of this report is to present the Chair's Report; a report from the Chair of the Resources and Public Realm Scrutiny Committee.

2.0 Recommendation(s)

- 2.1 That the Chair's Report: report from the Chair of the Resources and Public Realm Scrutiny Committee be noted.

3.0 Financial Implications

- 3.1 There are no financial implications for the purposes of this report.

4.0 Legal Implications

- 4.1 There are no legal implications for the purposes of this report.

5.0 Equality Implications

5.1 There are no equality implications for the purposes of this report.

6.0 Consultation with Ward Members and Stakeholders

6.1 None for the purposes of this report.

7.0 Human Resources/Property Implications (if appropriate)

7.1 There are no Human Resources/property implications for the purposes of this report.

Report sign off:

***Peter Gadsdon –
Report from Strategic Director of
Customer and Digital Services***

Chair's Report

Resources and Public Realm Scrutiny Committee September 2019

December meeting

Welcome to the last formal committee meeting of 2019. Tonight's meeting promises to be another interesting and informative discussion. These are the items we will be examining.

a) Annual complaints report

This is a standing item, which comes to the committee for review every year. Studying the data around complaints made to the council can provide vital early intelligence on where pinch points in the system are to be found, and help to adapt our approach.

In the past, the Committee have ensured that, for the first time, Brent's record on complaints was compared to other similar London boroughs. This was hugely helpful in understanding our record in context, and what we can reasonably expect from officers.

I am sure we will have another interesting conversation tonight.

b) Data led service delivery

Data is changing the way in which all public-sector organisations deliver service to their residents. New technology can help identify those most in need of support and predict crises before they arise.

However, there are also moral implications when local authorities collect data on their residents on such a scale.

We have commissioned a paper on this subject in line with our aim to be a strategic Committee, which looks at the big issues and adds value to discussions happening at high levels within the world of local government.

To help us to prepare, and to understand how the council is already using data in its work, I arranged for members of the committee to receive a live demonstration of one such system used in our community safety work, ahead of the meeting itself. I am sure this will inform our discussion on the night.

c) Tourism in Brent

We need to continue to grow our local economy to create the jobs of the future and generate the tax revenues we need to deliver excellent public services. One aspect of this is developing a new tourism strategy for Brent which seeks to maximise the huge

assets our borough must attract more visitors to Brent and encourage them to spend their money here.

I particularly want to ensure that our strategy looks beyond Wembley, important though our national stadium and fantastic arena are to attracting tourism.

I am therefore really looking forward to the opportunity to influence this draft plan at an early stage and follow up on the suggestion – in the last Budget Scrutiny Panel – that Brent should lobby for the power to set a ‘tourist tax’ on overnight visitors, as is common in the USA and most European capitals.

Of course, we know that influxes of visitors can also create problems for residents, so I am sure the committee will also be pushing for the council to invest in the infrastructure required to mitigate against this. For example, at the last Full Council meeting, Cllr Long suggested that provision of public toilets should be part of any tourist strategy, and I have therefore ensured that the report we examine will include information on toilet provision.

We will also have an outside witness, representing the Brent hospitality trade, to give their input at the meeting.

Budget Scrutiny

The first meeting of this year’s Budget Scrutiny Panel took place on 31 October. This is comprised of councillors from both scrutiny panels. The general election and purdah period has delayed our work slight but we have meetings scheduled up to Christmas with various witnesses called and reports commissioned on different aspects of the council’s financial outputs.

We will produce our final report in time for it to be presented to our full committee meeting in January and use this as the basis to question the Deputy Leader on their budget ahead of the final decisions at Cabinet and Full Council in February.

Festive wishes

I would like to pass on my best wishes for the season, on behalf of the whole committee, to all of those who have supported our work in 2019 - witnesses, officers, public speakers and many more!


Best wishes,

Matt

Cllr Matt Kelcher

Labour Councillor for Kensal Green Ward

Chair, Resources and Public Realm Scrutiny Committee

	Resources & Public Realm Scrutiny Committee 4 December 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 The Complaints Annual Report 2018 – 2019 was considered by Cabinet at its meeting on 11 November 2019.
- 1.2 This 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.
- 1.3 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.
- 1.4 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)

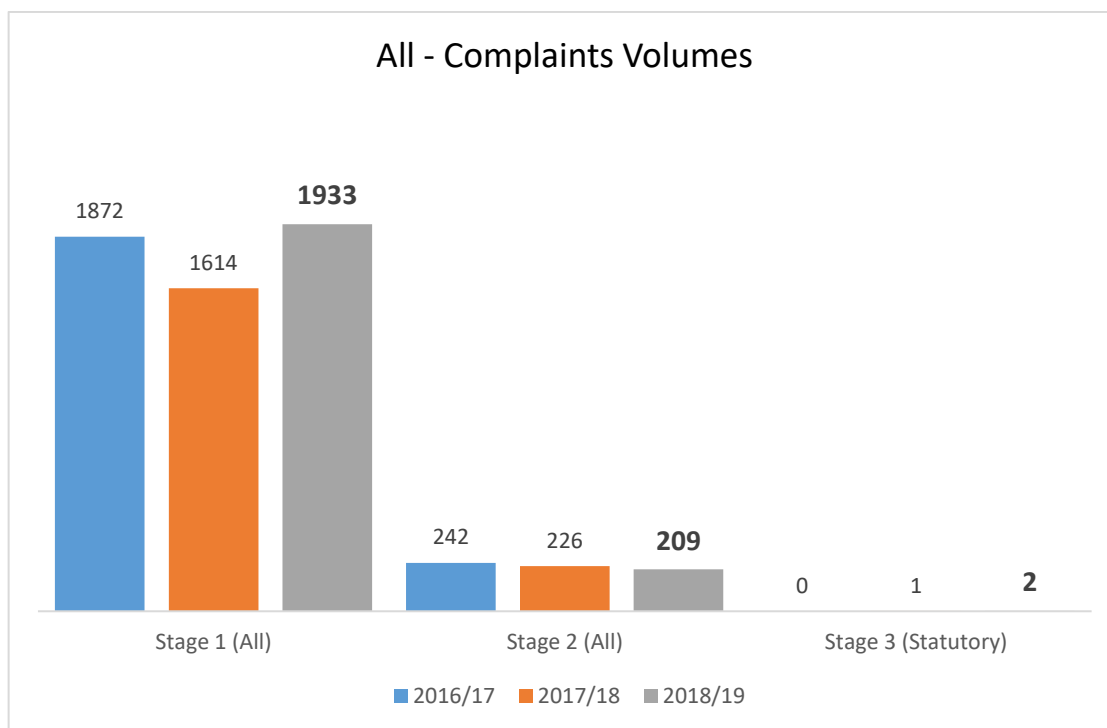
- 2.1 Members of the Resources & Public Realm Scrutiny Committee are asked to note Brent's performance in managing and resolving complaints.

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.

Benchmarking Data

- 3.32 Benchmarking data has been provided for adult social care and children's social care statutory complaints in their respective reports (Appendix A – Adult Social Care complaints and Appendix B – Children's Social Care complaints). Corporate complaints data is not shared as widely as statutory data. The majority of London councils are currently in the process of finalising their complaints annual report. Benchmarking data will be circulated separately to the Committee when available.

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.

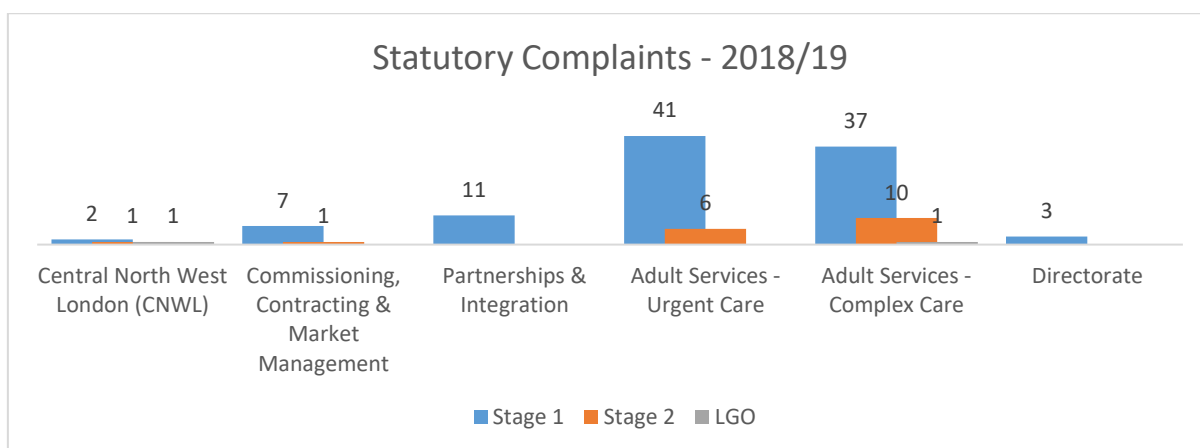
5. Complaints Received

- 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.

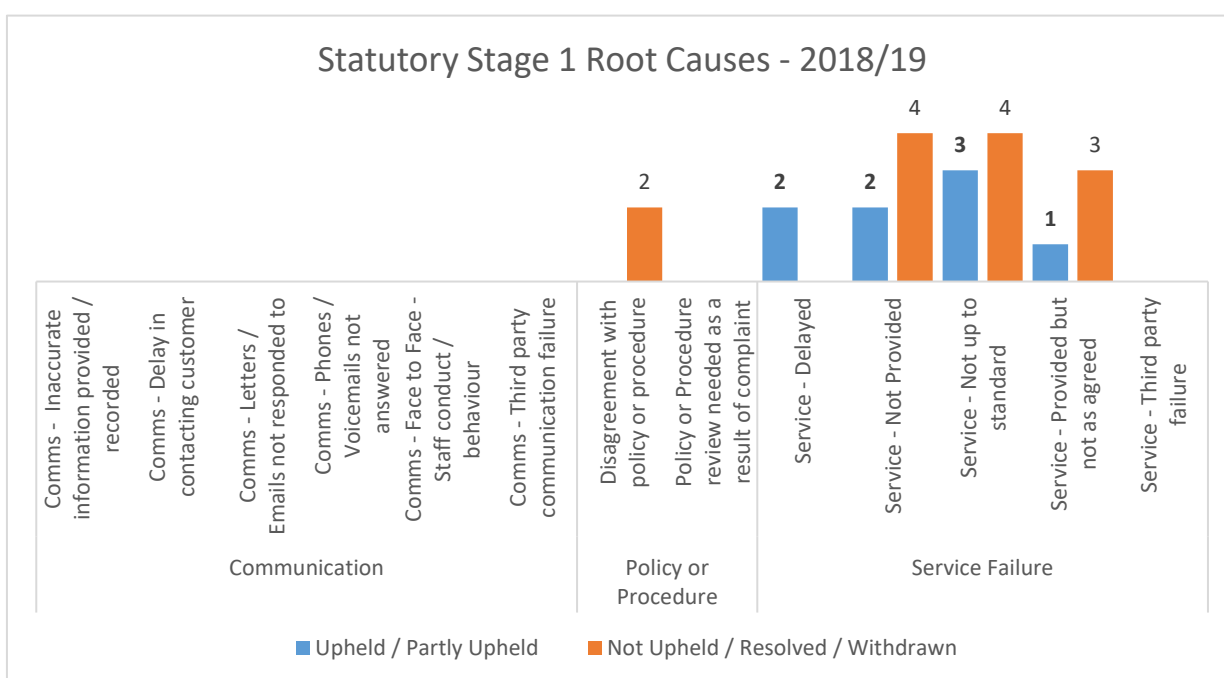
- ***Urgent Care:*** includes Duty Team, Safeguarding and Hospital Discharge teams and accounted for 41% of all complaints received by ASC. This is a 86% increase on complaints received in 2017/18, and the number of statutory complaints for this team has nearly doubled, rising from 22 to 41. The largest 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

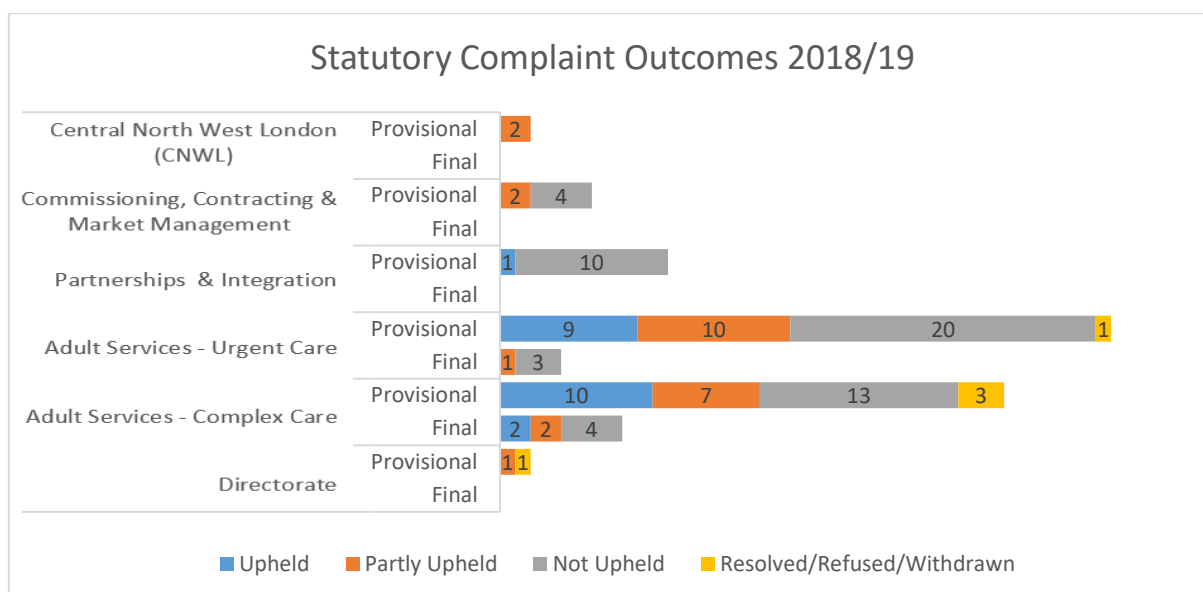


6.1 The recording of root causes has been poor and complaints about service failure accounted for 90% of those complaints where the nature of complaint has been recorded (19 out of 21 cases). Of these 19 cases, some fault was found in 58% of cases.

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:

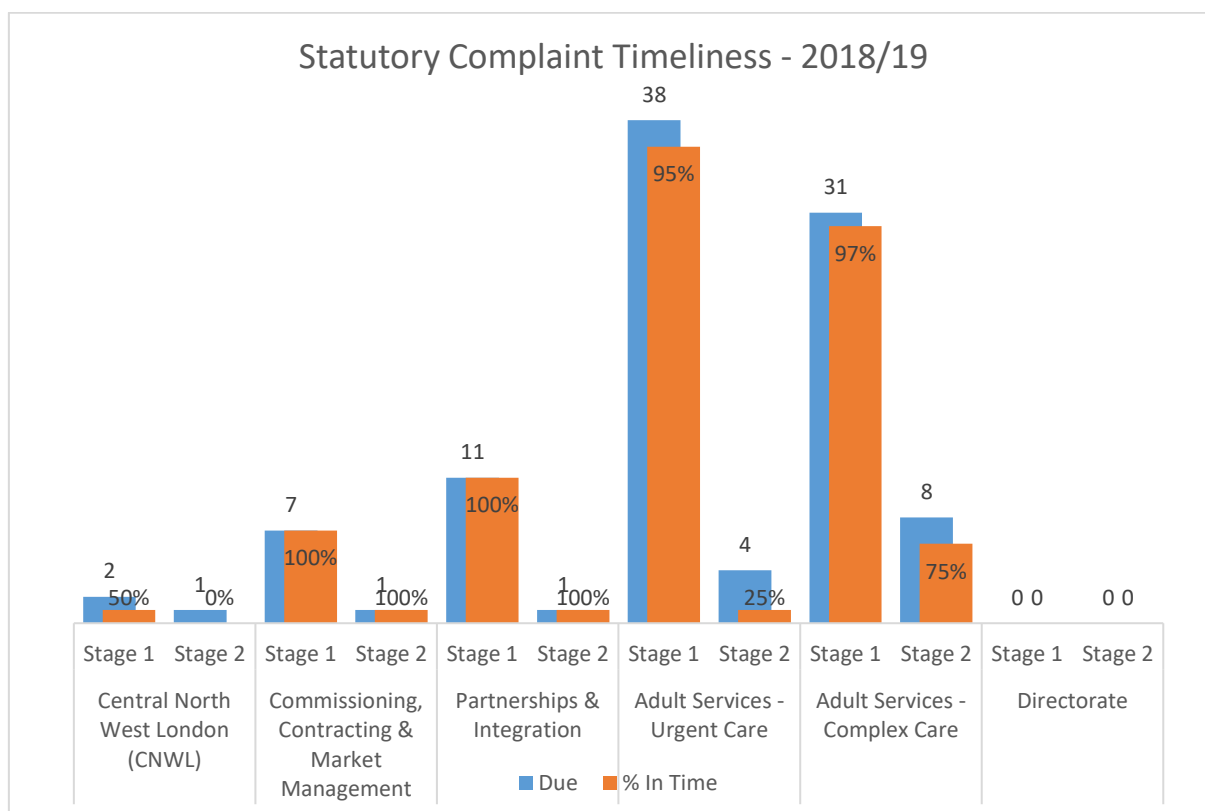


- 7.2 Complaints received at the first / provisional stage shows that some fault (upheld or partly upheld) by the Council was found in 45% of cases; this compares to 44% in 2017/18. The Council welcomes complaints from service users about the services we provide and outcomes from the complaints feed 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

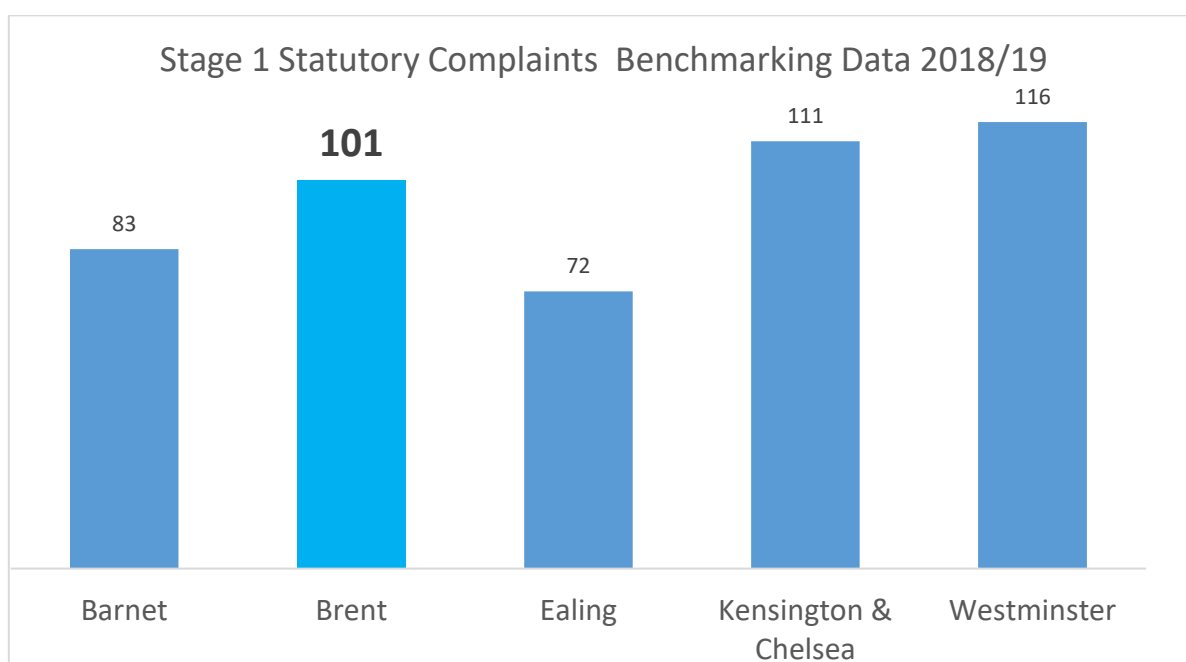
- 10.1 The Local Government & Social Care Ombudsman reviewed 31 cases for ASC, an increase from 27 cases in 2017/18. Of the decisions made, 12 cases were referred back to the Council as they had not completed our complaint process. A further 6 cases were closed after initial enquiries with no further 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:

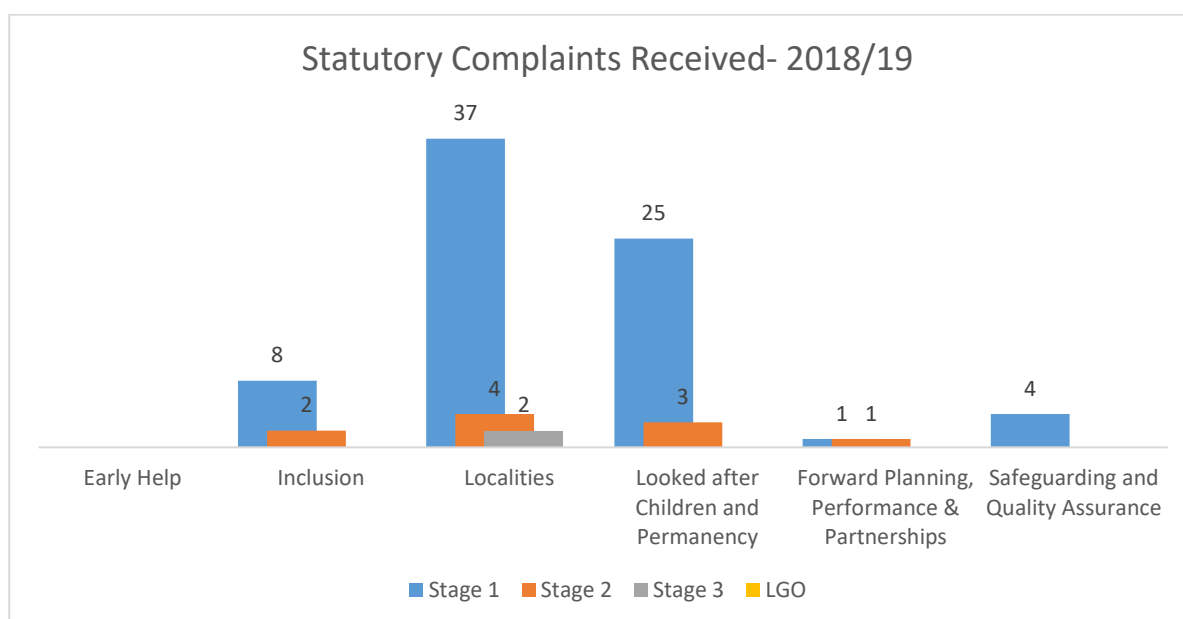
- Stage 1 statutory complaint numbers increased by 6%
- the service received 75 statutory stage 1 complaints
- there is a low 13% escalation rate to stage 2 for statutory complaints
- 84% of all statutory complaints were responded to within target in 2018/19 (compared with 80% on time in 2017/18)
- £13,368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

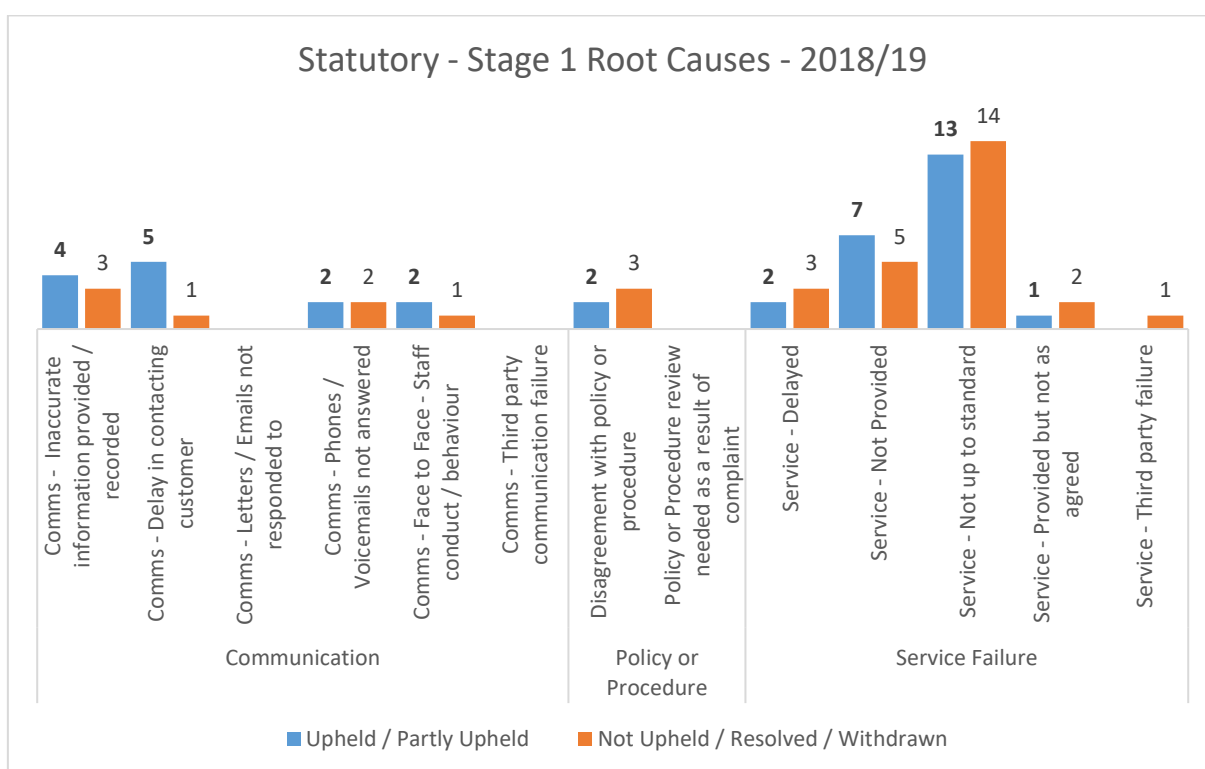
- 5.1 The chart below shows the number of statutory complaints received at Stage 1, Stage 2 and Stage 3 for 2018/19. There were no cases referred to the LGSCO.



- 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.

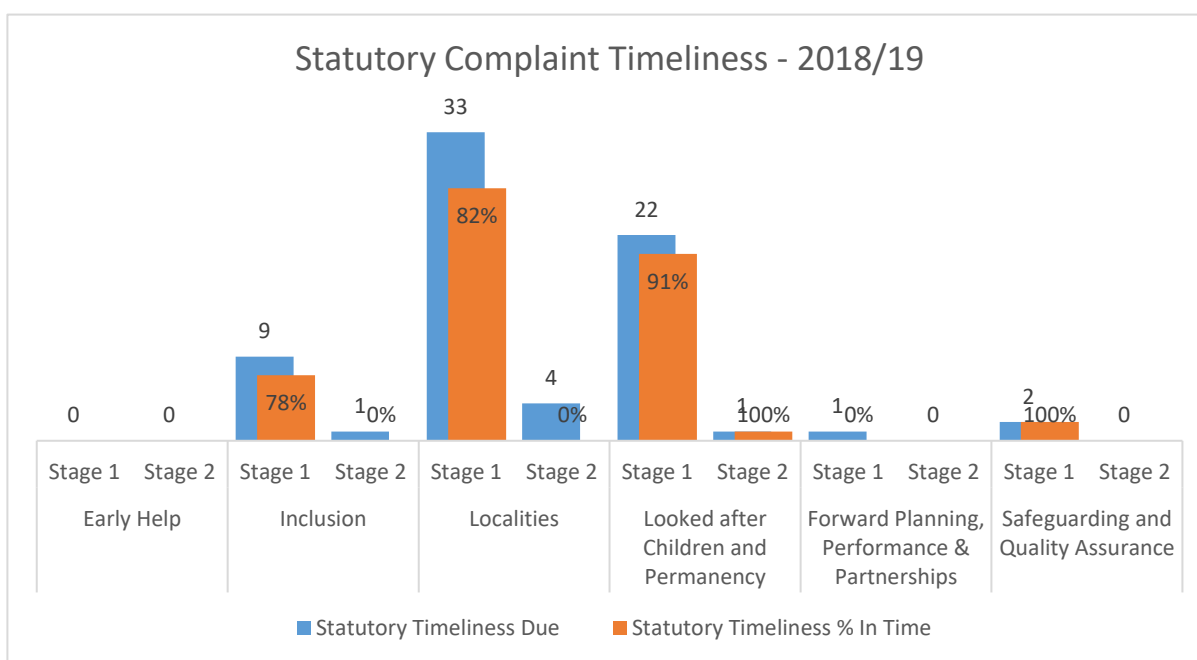


- 6.3 It is probably true to say that many of the Stage 1 complaints reflect the unhappiness of parents and carers about some of the decisions made by Social Care staff acting in the best interest of the child. Whilst the feelings and views of parents and carers about these decisions are often understandable, 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.

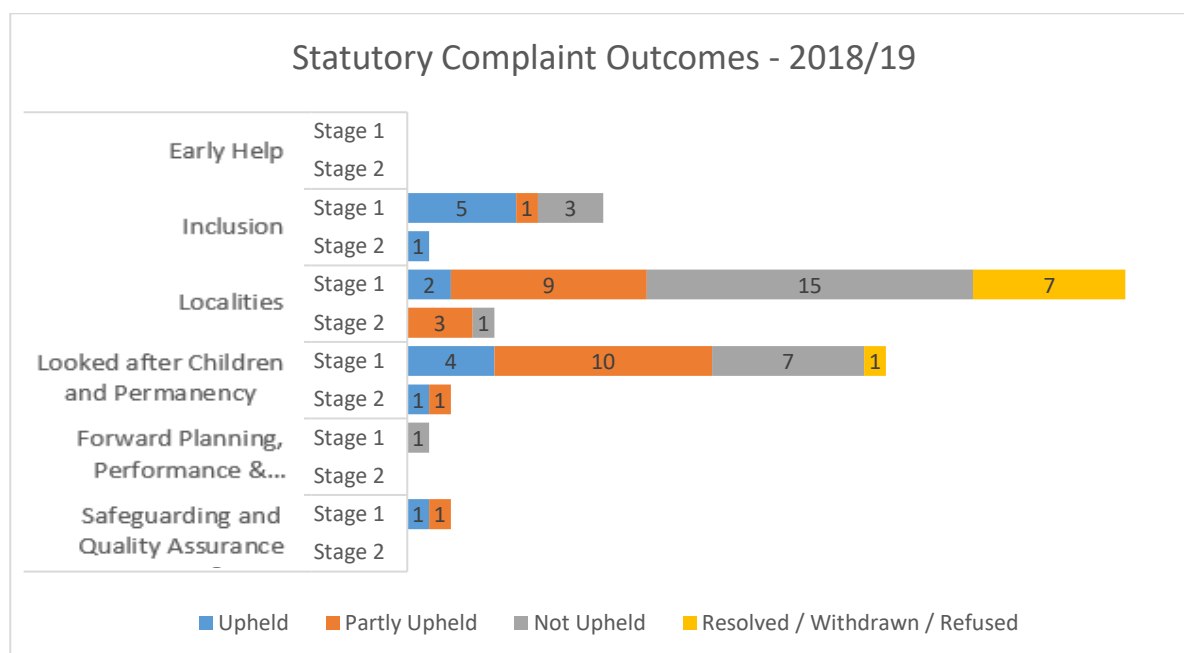
7. Timeliness of Responses

- 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.

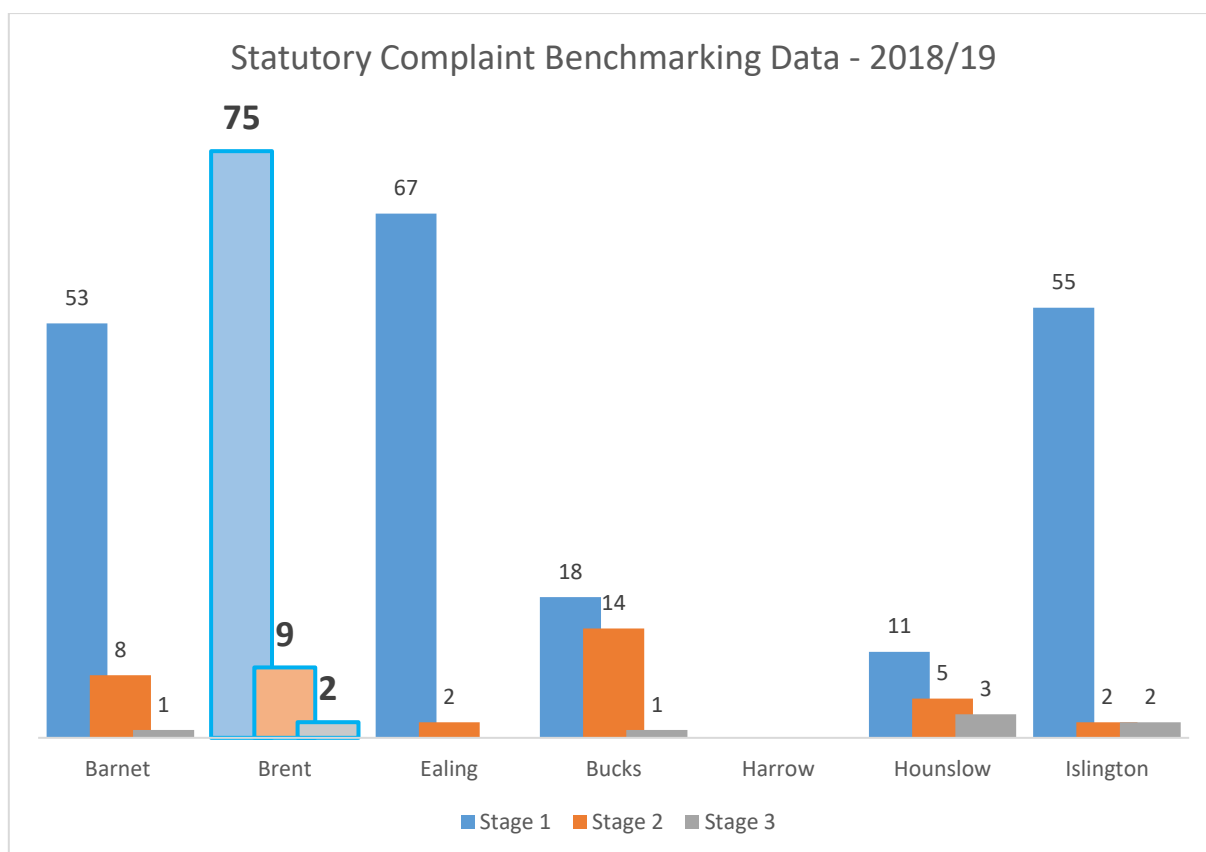
Children's Social Care	Total	
	No of Cases	Amount
Stage 1	2	£368
Stage 2	3	£13,000
Stage 3	0	£0
Ombudsman	0	£0
£ per Case	£2,674	

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 there 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	Resources and Public Realm Scrutiny Committee 4 December 2019
	Report from Strategic Director of Customer and Digital Services
DATA LED SERVICE DELIVERY	

Wards Affected:	All
Key or Non-Key Decision:	Non-Key
Open or Part/Fully Except:	Open
No. of Appendices	None
Background Papers	None
Contact Officer(s)	Peter Gadsdon, Strategic Director of Customer and Digital Services Peter.Gadsdon@brent.gov.uk Sadie East, Head of Transformation Sadie.east@brent.gov.uk

1.0 Summary

- 1.1 This report discusses the Council's approach to using data to target services and improve service delivery and how it intends to develop this as part of the programme of work to implement the Brent Digital Strategy 2019-23.

Using Data for service improvement within Brent Council

2. Introduction

2.1. Local Authorities, including Brent, have to meet increasing demand whilst delivering accessible services for residents. The latest population projections¹ indicate that by 2041 Brent's population is expected to grow by 25% (faster than the London average of 22% representing an increase of 84,800 Brent residents). Alongside this rise in the population, Brent will also be affected by an increase in the number of residents aged 65+. (See fig 1). In this context it is vital that Brent uses data to plan and focus resources to ensure that the best value services can continue to be provided for our residents.

2.2. Data is a valuable asset, which using the opportunities provided by new technologies, can be used to transform the way we deliver services and target resource where it is needed most. We are currently using data in a range of ways, both corporately through the Client Index (our Master Data Management system) and at a departmental level. We are also doing more to make data available to communities, businesses and academics via our Open Data platform. This report describes these in more detail. In addition, through the programme to deliver our Digital Strategy we are developing new approaches which will enable us to view data and insights through a single platform to better inform decisions, predict trends and help manage demand.

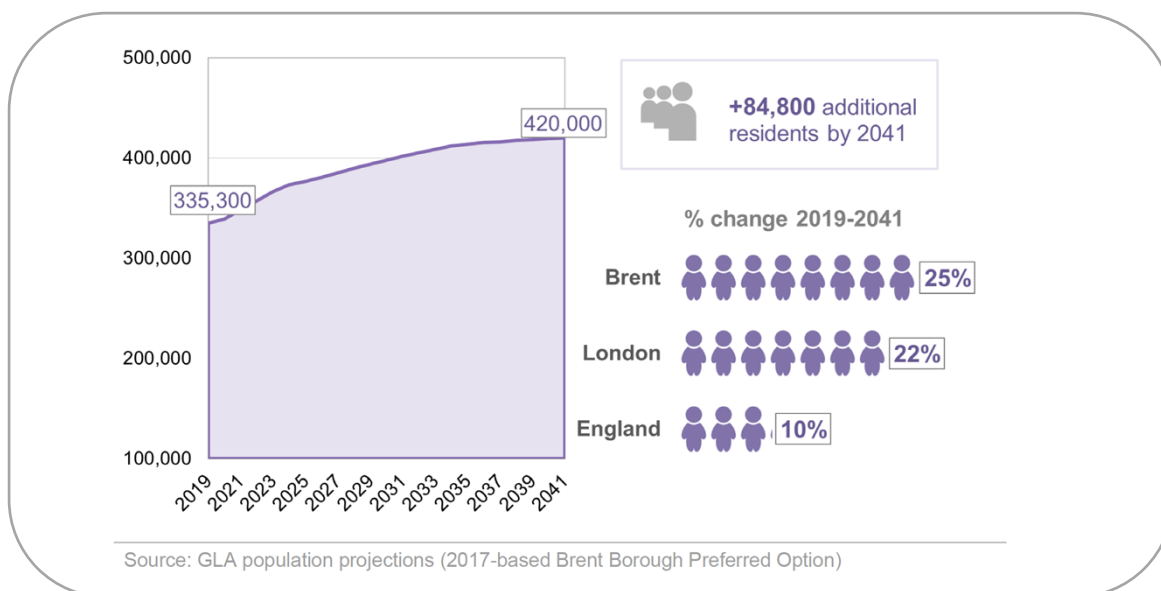


Fig 1: Population projections for Brent, 2019-41

¹ [ONS \(Office of National Statistics\) website October 2019](#)

3. Our current position

3.1. The Council currently uses data analytics and visualisation to aid service improvement and deliver services to meet the needs of residents in the following ways:

- **Analytical research:** Critical thinking using data and information from various internal and external sources.
- **Open Data:** Bring data from multiple agencies to improve inter-agency working with residents.
- **Geospatial analytics:** Adding maps to websites and mobile apps to help residents and businesses find out where to access services.
- **Predictive analysis:** Work is underway to develop and test approaches to combining demographic data about service users and their needs on a map with data from internal systems and external sources. This can be used to identify trends and patterns in order to ensure services are meeting people's needs.

- **Example 1 – supporting council-wide planning and reporting**

The Business Intelligence Team (Customer and Digital Services), supports all Brent Departments by providing, research and intelligence (using internal data sources and open data), customer segmentation and GIS data. This enables Brent Services to target, design and improve service delivery.

The team provided research, information and performance data to inform and support the [2019-2023 Borough Plan](#). Performance data was used to establish baselines and assist target setting for the plan's desired outcomes and the 2019/20 action plan.

- **Example 2 – Open Data**

The Business Intelligence Team also administers the Council's [open data](#) microsite (see figure 2). The site is a public data repository currently hosting 280 datasets and had 1,348 page views during the last 30 days (7 October – 5 November). The data sets include Brent and external public open data including the Greater London Authority (GLA) Data store and the ONS (Office of National Statistics).

This site enables residents, businesses and others to access and work with data more effectively, empowering them to use data to contribute to improving lives and opportunities in the Borough. We intend to continue to increase the data available via this platform.

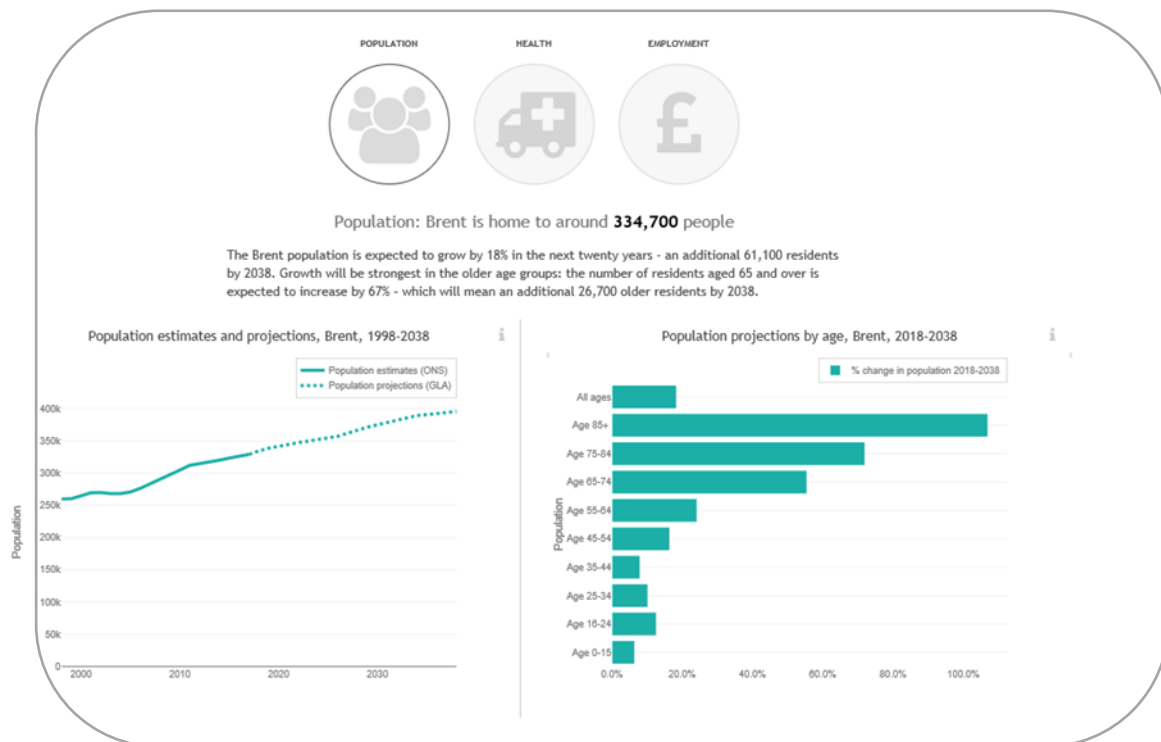


Fig 2: Brent Open Data Population home page

• Example 3 – the Client Index

Brent's Master Data Management System (MDM), the Client Index, brings together information from across eleven council systems. This data is used by service areas, for example Early Years and Children's Services are able to use the system to identify families with under-fives who have recently arrived to the area. More widely, this system also enables us to improve the quality of the data which the council holds by ensuring updates about residents in one system can be reflected in other systems. This results in a better service for residents who do not have to change their details individually with separate council departments but also increases the accuracy of our data which means it can be more effectively used to understand demand and improve services. As part of our digital transformation programme we will be building a new central data repository, or data lake, which will bring together accurate data across a wider number of systems. This system, which will ultimately replace the Client Index, is described in more detail in the next section.

• Example 4 – the JSNA

The [JSNA](#) (Joint Strategic Needs Assessment) analyses data from numerous internal and external sources of intelligence and information including:

- Public Health England (PHE) Brent health profile
- PHE Public Health Outcomes Framework

- Health and Social Care Information Centre
- Annual Population Survey (Office of National Statistics - ONS)
- Business Enterprises ONS

The JSNA provides a comprehensive picture of the current and projected health needs of the local population, encapsulating the main health issues and inequalities which exist in different parts of the borough to inform the work of a range of agencies/commissioners etc.

• **Example 5 - 'Troubled Families' scorecard**

The Children and Young People department (CYP) brings together data from the following datasets into a 'troubled families' scorecard:

- Missing from Education
- Exclusions
- Missing from Home/Care
- Brent Offenders
- Child Sexual Exploitation (CSE) -
- Education, Health and Care Plan (EHP)
- Poor Attendance
- Looked After Children (LAC)

Bringing the disparate datasets into a single location enables the CYPS Senior Leadership Team to allocate resources based on a sound evidence base and address data quality issues. Analysis of the data also empowers the service to identify trends and put in place effective service delivery improvement plans.

This has had a positive impact on outcomes for example a reduction in Looked After Children (LAC) with fixed term exclusions.

• **Example 6 – Single View of the Child**

In August 2018, as part of its Digital Transformation Programme, Brent prototyped a dashboard model to support decision making by social workers. The analytics platform created a single view of a child based on risk and service provision, bringing together data from a number of sources. The dashboard presented information about environmental factors which are known to increasing the likelihood of a child joining a gang and becoming a perpetrator or victim of crime.

The dashboard was tested with three front line social work teams and feedback was very positive. Of particular value was the ability to see a range of data about a child in one place which supported professionals in making more informed decisions and reduced time previously spent accessing multiple systems. Work is now underway to further develop and roll out this system operationally.

• Example 7 – Environment Services

The Community Protection Team analyses Anti-Social Behaviour (ASB) and crime data to identify high risk hotspot locations. The identified hotspots are presented to external partners and internal services at monthly Action Groups. The data allows the group to identify emerging hotspots and monitor the effectiveness of the partnerships response on existing hotspots. The Community Protection Teams use of data to tackle priority ASB locations was awarded at the 2018 Metropolitan Police Problem Orientated Partnership Award.

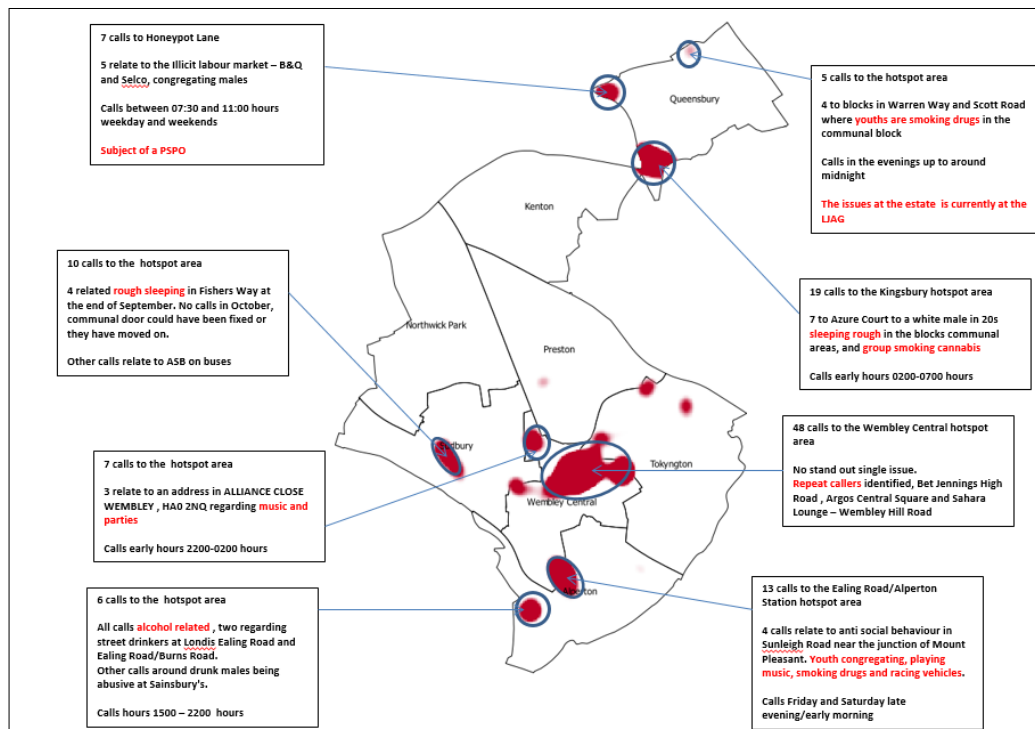


Fig 3: ASB hotspot map to support the Brent Joint Action Group to tackle priority ASB issues

4. Our digital strategy 2019-23 – transforming the way we use data

- 4.1. The Council's 2019-23 Digital Strategy recognises the benefits of effectively using data to design service models around what users need, allowing us to better prevent and respond in ways, which were not previously possible. It also recognises the importance of keeping data secure and ensuring citizen's identities are protected as well as the ethical issues, which are inherent in using data in new and innovative ways.
- 4.2. A key element of the programme to implement our digital strategy is the development of a 'data lake'. A data lake is a system or repository of data stored in its natural/raw format (see figure 3). A data lake enables data to be used for tasks such as reporting, visualisation, advanced analytics and machine learning. A data lake can include structured data, semi structured data, unstructured data (emails, documents, PDF) and binary data (images, videos, audio)".

- 4.3. For Brent, the data lake will enable us to better use the vast amount of data we collect across multiple systems to understand our residents and ensure services are designed to meet their need, enabling resources to be targeted where they are most needed and ensuring we can intervene early to prevent issues escalating.
- 4.4. It is estimated that implementation of a data lake can result in 40% faster access to live analytical information, transforming operational capability and facilitating quicker and better decision making. The Data Lake also provides an opportunity to address data quality issues in primary data sources, ensuring decisions are based on accurate information. Our refreshed Data Quality Strategy, currently being developed, will also contribute to this.

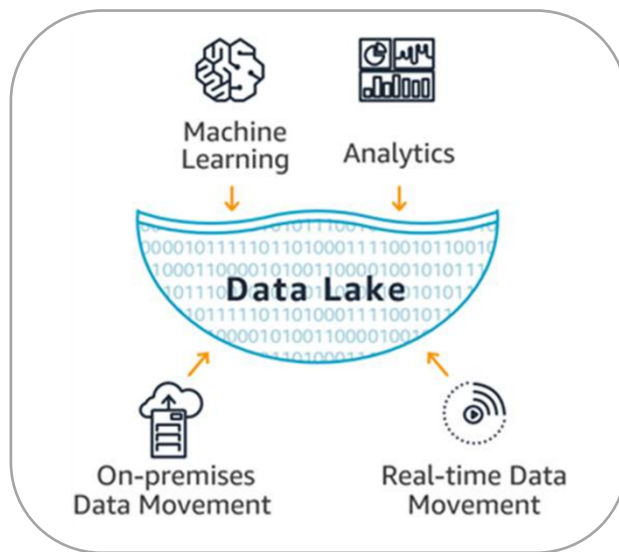


Fig 3: Data lake architecture

- 4.5. The first iteration of the Data Lake will build on the prototype we have developed and deliver a single view of a child based on data from four different databases. The single view will support safeguarding professionals to make better informed, quicker decisions. Other use cases which are being developed including better management of ASC care packages, supporting earlier intervention to support people at risk of going into rent arrears and better identification of unlicensed properties.
- 4.6. The development of a Data Lake will also underpin our ability to benefit from Internet of Things (IoT) capabilities. IoT is a network of connected physical devices that collect and exchange data with minimal human intervention. One area where we are exploring the benefits of IoT is in Adult Social Care. Applied to social care, it allows us to monitor ourselves and our environment in real-time - for example, heart rate, temperature, blood sugar, the list is endless - enabling professionals to decide if any next steps or intervention is needed.

- 4.7. By monitoring environmental factors and taking actions such as altering room temperature, reminding people to take their medication and go for a walk, IoT devices can empower the elderly to take control of their everyday routine. Weight, blood pressure and Electrocardiogram (ECG) can also be monitored remotely, allowing problems to be detected early on and in the moment.
- 4.8. IoT can also connect home-bound people with a social support system, reducing vulnerabilities such as experiencing a medical emergency when alone. For example, if a person was unable to push a button because she became unconscious, the IoT device would alert emergency services.
- 4.9. This technology extends beyond houses into the communities where people live and work. We are exploring using IoT to remotely monitor traffic lights, air quality, sound levels, and other factors that affect people's lives on a day-to-day basis, managing these factors to improve overall quality of life and cut down on problems.
- 4.10. The Data Lake is vital to underpin this as it will enable us to collate and process the data in real time. This data accumulated from IoT devices can also be shared with other agencies – including health, transport and voluntary sector partners in order to maximise the benefits to residents.

5. Considerations

- 5.1. The benefits offered by the ability to more effectively use data, including making information more widely available and accessible, need to be balanced against the risks and ethical considerations. Alongside its digital strategy, Brent has also agreed a Cyber Security strategy which sets out our approach for protecting our information systems and the data they hold to ensure the services we provide are secure and our residents, businesses and stakeholders can safely transact with us.
- 5.2. Working in collaboration with all London Authorities, Brent is contributing to the Mayor of London's Chief Digital Officer's [Smart London Plan](#) outlining a digital strategy for the city. The Chief Digital Officer, Theo Blackwell, is building a coalition to enable boroughs to join forces, share data and improve London's digital services. In addition, as a member of LOTI (London Office of Technology and Innovation), Brent, alongside fifteen other London Boroughs, is establishing a data ethics board which will consist of diverse representation (academics, NHS, residents, members, etc.).
- 5.3. The ethical collection and use of data is addressed by the General Data Protection Regulation (GDPR), but it is also vital to have an ethical framework to underpin the use of data, especially if it is being used to predict potential outcomes. To ensure we have this in place to underpin our digital development, Brent has procured bespoke ethical training from the [ODI](#) (Open Data Institute) for relevant officers across the council. The training will address these concerns and introduce an ethics framework in line with council priorities and the Data Quality Strategy. In addition,

we have met with academics from the Department of Computer Science at University College London (UCL) who are keen to work with us on developing our approach to data analytics, including sharing experience of working within an ethical framework.

5.4. There are also considerations inherent in using customer data proactively to target residents with specific information. The Council's [Privacy and cookie policy](#) details how Brent uses personal information. Other considerations including.

- **Limitations on data integration and data quality of the data sources** The quality of the data within systems, is there missing data, is the data accurate etc.
- **Ethical and legislative context** the rule of law, data protection and GDPR, misuse of data, right of the individual versus the right to privacy in analysed aggregated data. A [data protection impact assessment](#) is required for any use of personal data.
- **Rights and data sources** -was the data collected for the purpose it is proposed to use it for.
- **Transparency** How open should Brent be? Will the project / analysis be able to bear up to independent scrutiny?

5.5. This is also a new way of working for councils, and staff will need appropriate training and support to work in a more data driven environment. Increased use of data analytics is only part of the process and this needs to be used alongside human intervention to minimise risk and maximise benefits. New roles and skills will also be required including data scientists and data architects. Brent's approach is to grow this capability in-house and give our staff opportunities to develop new skills.

6. Examples from other councils

6.1. Brent is not unique in developing its work in this area and other councils, public bodies and private companies are exploring new ways of using data.

- **Durham** police are using artificial intelligence to predict the risk of future offending. The algorithms are trained on data from 2008 to 2013, with 88% accuracy in predicting high-risk cases, and 98% accurate for low-risk cases. This is used to inform bail applications.
- **Newcastle City Council** with support of partners, including Newcastle University, have attached IoT sensors to bins and street lamps to gather real-time data on bin capacity/waste management and lighting. Their Smart City initiative also monitors the city's traffic levels, air quality and parking. The collected data is analysed in the following ways:

Data on waste shows, which times/days bins fill up more quickly so that collections can be planned more efficiently, based on need. This is creating a cleaner, better spaces for people, as well as cutting costs.


Traffic flows and air quality monitoring help Newcastle City Council understand the extent of congestion levels and their environmental impact, helping it explore how to alleviate these issues.

Predictive analytics on road surface wear and tear by using traffic level data estimates, which roads require maintenance and when. This helps with forward planning, reducing the disruption caused by emergency repairs and potholes.

- **Leeds City Council** established the Leeds Data Mill (LDM) as a means of providing an engagement platform for data across the city, which could engage residents, developers, innovators and partners in the use of data. The LDM brings together data from multiple sectors across the city. It uses dashboards to help people use and visualise the data in engaging ways. To engage with the developer and SME community, the LDM uses Innovation Labs to find solutions for problems in the city. This challenge method has been used to develop solutions to issues such as the number of empty homes, encourage recycling, and the provision of data about schools' admissions.
- **London Borough of Barking & Dagenham** has commissioned The Borough Data Explorer to bring together data the borough's manifesto indicators in a GIS dashboard (the [Data Explorer](#)) comparing the borough's performance against all London Authorities. The dashboard is capable of showing a 3-year trend for the majority of the 117 indicators that have been visualised under the following themes:
 - Community Engagement
 - Employment and Enterprise
 - Housing
 - Safety
 - Environment
 - Health and Wellbeing
 - Skills and Education
 - Deprivation

7. Conclusion

- 7.1. Brent has a clear vision for how we can benefit from making better use of our data to improve the lives of people in Brent. We are also very conscious of the risks and ethical considerations, which go alongside this and are ensuring this is a key strand of our digital development work.

 Brent	Resources and Public Realm Scrutiny 4th December 2019
	Report from the Strategic Director of Regeneration and Environment
TOURISM IN BRENT	

Wards Affected:	All
Key or Non-Key Decision:	Non key decision
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	None
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	Matt Dibben Head of Employment, Skills and Enterprise 02089371815 Matthew.dibben@brent.gov.uk

1.0 Purpose of the Report

- 1.1 Response to the key lines of enquiry proposed by the Scrutiny Committee, to consider Brent's approach to tourism.
- 1.2 To set out the context of tourism in Brent; key assets, current activity, and opportunities.

2.0 Recommendation

- 2.1 For comment.

3.0 Background / Detail

- 3.1 Brent is a borough rich with tourist attractions and cultural assets. This includes a number of key attractions, as well as the appeal of town centres across Brent that represents an array of music, food, drink and clothing that is representative of the diverse community of the borough. The approach to tourism needs to maximise

benefits of key attractions, whilst ensuring it can benefit the borough as a whole, including its residents and businesses.

- 3.2 Some assets in Brent have an international appeal such as the stadium and Shri Swaminarayan Mandir Temple, as well as Wembley Park having a hotel cluster that can draw visitors from the around the world to stay in the area. Other areas of the borough, such as the town centres, parks and associated attractions, are likely to have a regional rather than national or international reach.

Key Lines of Enquiry

- 3.3 The report will respond to each of Scrutiny's key lines of enquiry.

Q1: Why do we need a new Strategy?

- 3.4 Brent does not have a recently developed Tourism strategy, the latest edition being from 2007. However, a number of programmes and strategies have been developed that set the context and an ambitious approach for Brent. It is recognised that tourism makes an important contribution to the local (and wider) economy; it is therefore important to ensure that approaches to supporting tourism across the Borough are aligned.
- 3.5 The London Borough of Culture 2020 invests in cultural activity and promotion of the borough, which will put Brent on a wider stage for the coming year. The programme includes large scale events such as the Thorough Fair street party in Kilburn, No Bass Like Home weekender in Harlesden, as well as a music event to celebrate bass culture that will take place at Wembley Arena. The programme also includes a culture fund of £500k that enables local communities to take forward cultural initiatives. LBOC will be promoted widely by the borough and support by the Greater London Authority (GLA).
- 3.6 Brent has recently developed an Inclusive Growth Strategy (IGS), due to be taken to Full Council for a decision in November 2019. This outlines the cultural context and evidence base of Brent as well as trends that could affect tourism and culture into the future.
- 3.7 The IGS outlines that London is the 3rd most visited city in the world. Tourism accounts for 11.6% of London's GDP and 1 in 7 jobs. International visitors contributed £13bn across London's economy in 2017, this is equivalent to 3% of London's Economy.
- 3.8 Visitor numbers to London are projected to grow over the next 8 years, which is likely to lead to an increased demand for cultural offerings. By 2025, London is expected to reach 40.4 million visitors, up from 31.2 million visitors in 2016¹. While most visitors to London currently stay in Zone 1 there is evidence of a growing appetite for local offers. Both trends provide an opportunity for Outer London boroughs to absorb some of the growing demand for an authentic cultural experience.

¹ London & Partners (2017) A Tourism Vision for London

- 3.9 The IGS reviews the evidence and recognises the growth in visitor numbers, economic importance of tourism to London, and opportunity for Outer London to benefit from tourism, including demand for authentic local cultural experiences.
- 3.10 The overarching IGS policy response is that to promote tourism in Brent relevant partners should work together to formulate a strategic vision for tourism in the borough.

Short term objectives:

- Promote places to visit and attractions in the borough through quality marketing collateral, to be disseminated through local and London wide networks and media.
- Make the most of the footfall on event days in Wembley.

Medium term objectives:

- Collect and update data about the tourism offer and consumption in the borough.
- Make Brent a place that people want to visit.

- 3.11 Initiatives proposed to realise these short and medium term objectives include:

Produce and promote a Tourism Strategy for Brent	<ul style="list-style-type: none"> • Articulating a clear vision for tourism in Brent will have economic benefits, and a tourism strategy could build on the borough's unique local brands and aim to increase dwell time and spend. • Brent's award of the London Borough of Culture 2020 has prompted popular websites to highlight places to visit in the borough. The London Borough of Culture 2020 brand and publicity should be used as a launch pad to create and advertise a comprehensive tourism offer. Neighbourhoods with unique selling points should be identified and promoted, food and dining experiences improved, and festivals and street art celebrated and increased. • A tourism strategy should include a local survey to collect up to date information on tourism patterns.
Identify unique aspects of local areas, marketing them as 'Local Offers' and through wider place-promotion materials	<ul style="list-style-type: none"> • Local Tours visiting key local attractions in Brent could be run in partnership with the Council, Schools and community organisations. Tours could be focused and run by local people and grounded in their local knowledge, for example older volunteers could be engaged to run tours or they could be delivered in partnership with schools.
Improve public realm around key	<ul style="list-style-type: none"> • Public realm around key tourist attractions and gateway locations and transport nodes needs to be improved,

tourist attractions and gateway locations.	including upgraded physical and better leisure offers. Signposting should be rationalised and provide clear direction to and accessible information about attractions and places of interest.
Better capture and retain Wembley event footfall and spend	<ul style="list-style-type: none"> • Work with regulatory and enforcement partners (police, highways and licensing) to adopt a fresh approach to pre and post-event activity. The new approach would recognise and aim to maximise the economic and social benefits of footfall in the area by allowing people to spend time using the food, drink, leisure and shopping facilities surrounding the Stadium and Arena.

3.12 Good Practice Examples from the IGS: *Local Tours - Taste of Tooting Tour*

As members of the Tooting Town Centre Partnership, Wandsworth Council support local organisers of tours which introduce people to the area. Each tour is different but stops may include a producer of local organic gin, a Pilipino sari shop, a walk through the local markets and a forty-year old grocery shop selling vegetables from around the world.

In Brent a tour could be developed for key attractions including temples, public art, and other sites of interest such as Ace Café, and ultimately Wembley Park.

3.13 The emerging Brent Local Plan recognises the opportunities to grow tourism and visitor attractions in the borough. The borough's rich culture and diversity of its people have evolved into a number of distinctive places and neighbourhoods which give Brent its unique character. Each of these places and neighbourhoods have the potential of creating conditions suitable for economic growth including tourism.

3.14 The Local Plan emphasises the potential for significant tourism and evening economy uses in Wembley in conjunction with the stadium, SSE arena, London Designer Outlet (LDO), Boxpark and Troubadour theatre. In addition, it recognises the importance of the borough's town centres and other growth areas as areas that can promote a diverse range of uses including tourist attractions and cultural activities making Brent a tourist destination in its own right.

Q 2: What are the key tourist attractions (assets) in Brent?

3.15 A map of Brent's cultural and tourist attractions has been created, see Appendix 1.

3.16 The following list of the key attractions has been compiled that will be important for ongoing promotional activity.

Event destinations:

- Wembley Stadium
- Wembley Arena

Arts, culture and heritage:

- The Kiln Theatre, Kilburn
- Troubadour Theatre (meanwhile), Wembley Park
- Lexi Cinema
- Shri Swaminarayan Mandir, Neasden
- Shri Vallabh Nidhi Mandir, Ealing Road
- Shree Swaminarayan Mandir temple, Kingsbury
- Brent Museum and Archive, Willesden
- Gaumont State, Kilburn
- Churchill's Bunker, Neasden
- Metro Land (Brent contains some of the best Holden Stations)
- Blue Plaques
- Public art – murals and street art (e.g. Kilburn, Willesden, Church End, Ealing Road)
- It should also be noted that heritage and culture can be seen in Brent's town centres through the food, drink, music, and clothing. To name a few; Harlesden Town Centre's Carribean, Brazilian, Polish and Somali influences, amongst many others; Ealing Road's South Asian; and Kilburn's Irish heritage.

Pubs and clubs

- Ace Café
- Paradise Pub for club scene
- Windermere is best statutory listed 1930s pub
- Emerging night time economy in Kilburn

Parks and open space:

- Fryent Park
- Gladstone Park
- Welsh Harp Reservoir
- Roundwood Park
- Barham Park
- Kind Edwards Park

Retail

- Ealing Road
- LDO (including Cineworld)

Markets

- Church End
- Kilburn
- Queens Park Farmer's Market
- BOXPARK

Q 3: How can we guarantee that this won't just be about Wembley and involve the whole borough?

- 3.17 Whilst most visitors to London currently stay in Zone 1 there is emerging evidence of a growing appetite for a more authentic offer, *to live like a local and discover the hidden gems* as the Mayor of London suggests in the London Culture Strategy. Brent is well-placed to exploit such markets given its cultural diversity and strong radial transport links into and out of Central London, including the Night Time Jubilee Line.
- 3.18 The LBOC launch in November 2019 has also highlighted the traction of a cultural offer that is diverse and representative of different communities. The launch gained traction through Time Out and with the hashtag trending on Twitter, promoting the breadth of what Brent has to offer.
- 3.19 The assets identified in 3.16 show the breadth that the borough has to offer, from north to the south. In addition to this, it is important to consider the appeal of Brent's town centres, which are destinations for visitors. This is important for local businesses who can benefit from footfall to the borough for food, drink and other retail. Notably this includes:
- a) Ealing Road and Kingsbury – destinations for South Asian food, clothing and jewellery.
 - b) Harlesden – global array of music, cuisine and clothing, with prominence of Caribbean, Brazilian, Polish and Somali in particular.
 - c) Kilburn – night-time economy offer, including pubs and restaurants, with The Kiln as the cultural anchor. Also the night tube at Kilburn station and great connectivity across 4 stations in total
 - d) Willesden – food and drink offer (highlighted in the recent nomination for the Great British High Street 'rising star' award.
- 3.20 Each of these neighbourhoods also has a public library centrally located, with the exception of Kilburn library at Salisbury Road, delivering a programme of events and activities, which attract footfall into the area. These sites can act as cultural anchors and focal points for visitors and residents to access information and experience a taste of the wider local offer.

Q4: How are we maximising the benefits of tourism in Brent?

- 3.21 Maximising the benefits runs throughout a number of areas of work rather than it being one specific workstream. It is inherent in the work of the LBOC, Inclusive Growth Strategy, and Town Centre Management and regeneration.
- 3.22 LBOC is a great opportunity for the borough to highlight the assets of the borough and promote the diverse offer of the borough and create an ongoing legacy of interest. A successful LBoC programme will encourage people to visit the area, participate in events and contribute to both the success of the programme and spend money in the local economy.

- 3.23 Promotional videos have been created that will be published in November 2019 through a campaign to support visitors to come to Brent's town centres and support local businesses. A Shop Local campaign has been launched in November 2019 with discounted offers from local businesses. Also, the third year of the Small Business Saturday Awards has been judged, with 117 nominations received for over 70 businesses, celebrating the best of Brent high street businesses. Publicity for the businesses nominated, and for the winners, should raise their profile and encourage spend.
- 3.24 A Night Time Economy Strategy and Action Plan has been produced for Kilburn, which is currently being consulted on with the community and partners. This is a shared endeavour with Camden Council, local businesses and the community. The ambition is to maximise the potential of the evening food, drink and cultural economy in Kilburn, benefiting from The Kiln Theatre as an anchor, and the introduction of the night tube at Kilburn Station. The intention is that this attracts visitors from within the Borough and elsewhere.
- 3.25 Town Centre Managers also support the local community and business associations to generate events. This has included Divali events at Ealing Road, the Heart of Wembley Festival at Wembley High Road, as well as festive light openings across Ealing Road, Wembley High Road, Harlesden, Willesden, and Neasden. Further events are being taken forward by local communities in town centre locations such as street parties and cultural celebrations. A number of local community groups and business associations are bidding to the LBOC Culture Fund and Neighbourhood Community Infrastructure Levy to enable this additional activity.
- 3.26 Cabinet approved £4.9m capital investment in Harlesden on the 11th November 2019 to acquire the vacant Picture Palace building and to take forward ambitious designs to redevelop the Designworks building. Both of these sites have the potential to include cultural organisations and offers that can help to draw people to Harlesden, from local communities and further afield in London. A bid has also been submitted to the GLA Good Growth Fund to support this proposition in Harlesden.
- 3.27 Brent's Local Plan has shaped and supported the mixed use regeneration of Wembley Park, including promoting the area for hotel, student accommodation, office, retail and leisure uses. According to business rates records, there are 23 hotels located in LB Brent, generating £4.11m business rates, 16 (including the largest ones) are located in Wembley, generating £3.85m business rates.
- 3.28 Wembley Park is managed by Quintain and ongoing meanwhile uses including Boxpark and the Troubadour Theatre, supplement the existing assets of the Stadium, arena, and London Designer Outlet (LDO). The Council has through deployment of Strategic Community Infrastructure Levy supplemented QED significant investment in public realm along Olympic Way (with over £20m invested in Zones A and B to date) raising the quality of the environment and wayfinding in the area to seek encourage dwell time and spend in Wembley.

Q 5: How are we managing sustainability and the impacts of tourism in Brent?

- 3.29 Whilst we are not currently focusing specifically on sustainable tourism as an issue in itself, our general work and partnerships focusing on greener and healthier travel,

clean air and waste minimisation and education will all be helping local businesses, destinations and visitors in the local tourist economy to make greener choices. Our response to the climate emergency and specifically the development of a new ten-year borough-wide environmental strategy in the new year will see an increase in our partnership working with businesses across all sectors, so there will be scope to explore specific initiatives to reduce the impacts from the tourist economy.

- 3.30 A consequence of tourism in some places has been the rise of Air BnB properties, and in some cases leading to changes in regulations to control the number of properties used in this way, particularly where they have become party destinations. Although the number of Air BnB properties in Brent is not known, there is no evidence to show that it is a significant issue either in terms of noise and nuisance, nor removal of properties from the permanent housing stock.

Q 6: How are we mitigating against the impact of visitors to Wembley?

- 3.31 Brent Council's primary responsibility is for the safety of visitors to Wembley during event days. The Operational Director for Environment chairs a group of local stakeholders including the police, FA, Quintain, and the Fire Service to ensure co-ordinated planning of all safety-related activity that is relevant to each event.
- 3.32 In addition, the council also deploys its own operational teams to manage the impact of each event on the local neighbourhood. This includes traffic management, enforcement of event day parking restrictions, street cleaning before, during and after each event, CCTV support, and other enforcement around licensing and trading standards. A new Public Space Protection Order (PSPO) is proposed to extend enforcement powers to control other anti-social behaviour such as ticket-touting, littering and street urination. The council is also a committed partner in a programme to make the Wembley zone a 'best in class' sporting venue. This includes delivering on proposals to upgrade road signage, wayfinding and toilets and improvements to the public realm, better coordinated communications and a comprehensive network of crowd security measures including 'hostile vehicle mitigation' installations.
- 3.33 The Town Centre Manager for Wembley and Ealing Road also worked with local business to help them promote their offer to visitors. A brochure of local food and drink is available in Wembley Park hotels to encourage visits to local businesses.
- 3.34 Special arrangements were put in place secured through a S106 agreement when Tottenham Hotspur played one and a half seasons at Wembley.
- 3.35 Regarding the economic impact Wembley Park events, a report was commissioned to evaluate the economic impacts of the 2017-18 football season², which highlights the following:
- a) £150m total economic impact to Brent, which includes £133m estimated direct expenditure in the Brent economy and £17m 'ripple effect' from economic impact flowing through the economy.

² Economic Impact of Wembley Stadium for the 2017-18, commissioned by the FA and SSE, delivered by Deloitte Sports Business Group.

- b) 3.8m total spectators [including 1.8m spectators across the Tottenham games]
- c) 350,000 overseas spectators staying on average 4.5 nights
- d) 1,800 jobs supported in Brent [4,900 in London]

Q7: Update on council lobbying efforts to get the government to allow a “tourist tax” in the borough, as recommended in the last budget scrutiny panel report.

- 3.36 A tourist tax will need to be considered in the context of the wider regional and national economy. It could be challenging to set a localised tax in Brent or more specifically in Wembley that could affect its competitiveness within a London events and hospitality market. Arguably it could also impact upon Wembley (or London if applied at a wider regional level) when competing with international competition.
- 3.37 In 2017 the GLA published its research into a tourist tax, ‘Options for a tourism levy in London’ as part of wider fiscal devolution options. The London Finance Commission led this piece of work.

The report highlighted international comparators across Europe, notably Paris and Berlin, as well as other international examples such as New York and Hong Kong, which all have a form of tourism tax.

It considers the hypothesis that tourists to London are getting a ‘free ride’ with government subsidised free entry to museums, whilst also acknowledging that this has become part of the draw to London making it one of the most popular destinations in the world in recent years. Conversely, it also notes industry lobbyists evidence that other European nations have lower VAT and lower air tax duties.

- 3.38 The report offered options for implementation of a London wide tourism levy or tax. It notes that consideration of the costs for tourists to London can be considered, mainly based on a cost per night basis depending on a tiered system for types of accommodation. This then must also be balanced against the clear economic benefits of tourism.
- 3.39 It does not clearly conclude whether the tax would be detrimental to London tourism’s appeal for visitors, or whether the tax would be directly beneficial to the quality of the tourist experience. There are no clear plans at a London level for the implementation of a tourist tax, which should also be considered within the current international political context of Brexit that may create new challenges to attracting international visitors from Europe at the same scale as is currently achieved.

Q8: How can we ensure that there are adequate public toilet facilities around major tourist attractions in the Borough?

- 3.40 Consideration of public toilets should take account of both the council run toilets as well as privately run facilities that are also accessible to the public.
- 3.41 There have been improvements made to public toilets in the Wembley area including the introduction and refurbishment of fully accessible public toilets as part of upgrade

works to Wembley Central Station in 2011-12, and new public toilets on Empire Way 2013.

- 3.42 There are 17 current locations for public toilets across the borough; with most near to high streets and some in parks. Many of our public toilets face issues such as vandalism and anti-social behaviour though, and whilst there may be provision available for visitors and residents; they may find them closed awaiting repair or find there are rough sleepers inside. These are the challenges faced with the maintenance of public toilet provision. In addition; six JC Decaux toilets are being removed at the end of 2019 when the current contract ends and a decision has been taken not to replace them.

A decision was taken earlier this year to enter into a new advertising contract across the borough to generate much needed income to pay for savings targets within the ACE Directorate. Details of the decision are here:

<http://democracy.brent.gov.uk/ieListDocuments.aspx?CId=455&MId=4572>

- 3.43 The locations are as follows: Barham Park Car Park, Birse Crescent, Kensal Rise, Kingsbury Car Park, Poplars Walk and Victoria Road.
- 3.44 This decision was in the context of considering all available public toilets for visitors in shops, supermarkets, libraries and council buildings. It was concluded that there is sufficient provision through available premises. Portable toilets are used for event days in Wembley to supplement available facilities.

4.0 Conclusion

- 4.1 Brent has a strong and diverse tourism offer across the borough, which will come to the fore through the London Borough of Culture 2020. It is also increasingly being championed through Town Centre Management and local businesses through campaigns such as Small Business Saturday Awards, a Shop Local Campaign, and town centre marketing collateral (primarily videos for a social media campaign).
- 4.2 The Inclusive Growth Strategy highlights a number of potential interventions to increase tourism to Brent, including the need to continually maximise the impacts of key assets such as those in Wembley, as well as finding new ways to engage visitors with the attractions further afield in Brent including its town centres.

5.0 Financial Implications

There are no direct implications arising as a result of this report. If a tourism strategy is developed, any costs associated with developing the strategy which could include the impact on the council's public realm costs would need to be quantified. Also identifying any scope for income generation to potentially mitigate resultant cost increases.

6.0 Legal Implications

- 6.1 Q7 refers to lobbying the government to allow a "tourist tax" in the borough. Any legally enforceable tourist tax would require new primary legislation in Parliament before it

could be implemented although there are examples of authorities and other bodies introducing voluntary donations to be added to the bills of hotel guests such as the introduction in July 2014 by the London Borough of Hackney of a voluntary £1 per night donation and a £2 per night donation introduced in the Lake District.

- 6.2 As indicated in paragraph 3.33, toilets provided under the JC Decaux contract are being removed when the current contract expires. The removal of toilets on expiry of the contract in December 2019 is required in accordance with the terms of the contract.

7.0 Equalities Implications


Input required

Report sign off:

Amar Dave

Strategic Director of Regeneration and Environment.

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 Brent	Resources and Public Realm Scrutiny Committee 4 December 2019
	Report from Strategic Director of Customer and Digital Services
SCRUTINY RECOMMENDATION TRACKER	

Wards Affected:	All
Key or Non-Key Decision:	Non Key Decision
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	Appendix 1 - Scrutiny Recommendation Tracker 2019-2020
Background Papers:	None.
Contact Officer(s): (Name, Title, Contact Details)	Michael Carr - Senior Policy and Scrutiny Officer michael.carr@brent.gov.uk

1.0 Purpose of the Report

- 1.1 The purpose of this report is to present the Scrutiny Recommendation Tracker table, which tracks the progress of recommendations made by the committee.

2.0 Recommendation(s)

- 2.1 That the progress of the previous recommendations of the committee be noted.

3.0 Detail

- 3.1 In accordance with Part 4 of the Brent Council Constitution (Standing Orders of Committees) Brent Council scrutiny committees may make recommendations to the Full Council or the Cabinet with respect to any functions which are the responsibility of the executive or of any functions which are not the responsibility of the executive, or on matters which affect the borough or its inhabitants. The Community and Wellbeing Scrutiny Committee may also make recommendations to the relevant NHS bodies or relevant health service providers or Full Council.
- 3.2 Scrutiny committees may not make executive decisions and scrutiny recommendations therefore require consideration and decision by the

appropriate decision maker; usually the Cabinet, but also to full Council for policy and budgetary decisions and the NHS where it is the decision maker.

- 3.3 The Scrutiny Recommendation Tracker table attached at Appendix 1 provides a summary of scrutiny recommendations made during the municipal year, so that the scrutiny committee can track the progress of the recommendations made.
- 3.4 Scrutiny recommendations include through Task and Finish Groups and scrutiny reports agreed by the committee, as well as other scrutiny recommendations agreed in committee.
- 3.5 The Scrutiny Recommendation Tracker table includes the Scrutiny Recommendation made and the date it was made, which will be what is recorded in the committee minutes, identification of the Decision Maker (eg Cabinet), the actual Cabinet Decision, which may be different from the scrutiny recommendation and will be minuted in the Cabinet minutes, the date the Cabinet decision was made and identification of whether or not the Cabinet decision has been implemented (Yes/No).
- 3.6 The Scrutiny Recommendation Tracker enables the scrutiny committee to track whether their recommendations have been agreed, what actually was agreed (if different) and ask about any outcomes arising from the scrutiny recommendations, for example, service improvements, value for money savings and outcomes for residents.
- 3.7 In consideration of this, it is anticipated the committee will come to determination of if and when each recommendation/decision has been made. It is anticipated that when recommendations/decisions have been implemented, they will not be referred over to the Scrutiny Recommendation for the next municipal year, but that recommendations/decisions that have not been implemented will be referred to the Scrutiny Recommendation Tracker for the next committee cycle.

4.0 Financial Implications

- 4.1 There are no financial implications for the purposes of this report.

5.0 Legal Implications

- 5.1 There are no legal implications for the purposes of this report.

6.0 Equality Implications

- 6.1 There are no equality implications for the purposes of this report.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 None for the purposes of this report.

8.0 Human Resources/Property Implications (if appropriate)

- 8.1 There are no Human Resources/property implications for the purposes of this report.

Report sign off:

***Peter Gadsdon –
Assistant Chief Executive***

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**Resources and Public Realm Scrutiny Committee
Scrutiny Recommendation Tracker 2019-2020**

Ref*	Scrutiny Recommendation (and date)	Decision Maker	Executive Response	Cabinet Decision date	Implemented? Yes/No
03072019 /06/i	<p>That data on: police performance; public satisfaction in policing; and confidence in partnerships be included in the next SBP Annual report</p> <p>(recommended on 3rd July 2019, The Safer Brent Partnership and Annual Report)</p>	Cabinet	{e.g. date of Cabinet meeting that considered the scrutiny recommendation and made the decision}.	{date when the decision is made}	{YES or NO}
03072019 /06/ii	<p>That the Council participate fully in the national debate and supports a Nordic legislative model for the sex industry to criminalise purchasers and protect workers by responding to Home Office consultations where possible.</p> <p>(recommended on 3rd July 2019, The Safer Brent Partnership and Annual Report)</p>	Cabinet			
03072019 /06/iii	<p>That the Council undertake a borough-wide review of street furniture and makes every effort to “design out” parts of the street furniture that allows sex work to happen, for example by removing public phone boxes.</p> <p>(recommended on 3rd July 2019, The Safer Brent Partnership and Annual Report)</p>	Cabinet			

03072019 /07/i	<p>That the Lead Member for Community Safety and Engagement request the Police to review the existing communication arrangements between the Police and elected representatives in order to ensure more effective liaison and sharing of information. That the result of this meeting is fed back to the committee in writing.</p> <p>(recommended on 3rd July 2019, Police Tri-borough BCU Reconfiguration)</p>				
03072019 /07/ii	<p>That the Lead Member for Community Safety and Engagement reviews and shortlists appropriate ward panel models in Brent and sets up a meeting to discuss best model to replicate..</p> <p>(recommended on 3rd July 2019, Police Tri-borough BCU Reconfiguration)</p>				
12092019 /07/i	<p>That the council takes action to encourage key night time economy locations (primarily Wembley and Kilburn) to attain the appropriate status reflecting the best practice, for example, the Home Office's Purple Flag Standard.</p> <p>(recommended on 12th September 2019, Brent Statement of Licensing Policy)</p>				
12092019 /08/i	<p>that the Council to vigorously promote the fact that the units at Granville will be 'council' housing to better inform the</p>				

	<p>public who have concerns about the provision of affordable housing at the site.</p> <p>(recommended on 12th September 2019, Carlton and Granville Centre Site)</p>				
12092019 /08/ii	<p>that the Cabinet ensure that social enterprise spaces offer business space to those groups in the area who find it hard to reach work (e.g. elderly etc.) and bring forward an action plan to achieve this objective.</p> <p>(recommended on 12th September 2019, Carlton and Granville Centre Site)</p>				
12092019 /09/ii	<p>that the Cabinet look into the gross/net disparity based on legacy about income thresholds and report back on the resolution</p> <p>(recommended on 12th September 2019, Council Tax Support and Local Welfare Assistance)</p>				

Notes

This is a table to track the progress of scrutiny recommendation made by one of the formal scrutiny committees at Brent Council. It is intended to form part of a standing item on the Committee's agendas so that the Committee can keep track of the recommendations nit has made, the decisions made, implementation and provoke consideration of outcomes that have for residents, the Council and its statutory partners.

The tracker lists the recommendations made by the committee throughout a municipal year and any recommendations still not fully implemented from previous years, in reverse chronological order (the most recent recommendations first).

The tracker documents the scrutiny recommendations made, the dates when they were made, the decision maker who can make each decision in respect of the recommendations, the date the decision was made and the actual decision taken. The executive decision taken may be the same as the scrutiny recommendation (e.g. the recommendation was "agreed") or it may be a different decision, which should be clarified here. The tracker also asks if the respective executive decisions have been implemented and this should be updated accordingly throughout the year.

Scrutiny Task Group report recommendations should be included here but referenced collectively (e.g. the name of the scrutiny inquiry and date of the agreement of the scrutiny report and recommendations by the scrutiny committee, along with the respective dates when the decision maker(s) considered and responded to the report and recommendations. The Committee should generally review the implementation of scrutiny task group report recommendations separately with stand-alone agenda items at relevant junctures – e.g. the Executive Response to a scrutiny report and after six months or a year, or upon expected implementation of the agreed recommendation of report. The "Expected Implementation Date" should provide an indication of a suitable time for review.

**The Ref. column references the date of the scrutiny committee meeting when the matter was considered, the minutes item number and the number reference of the resolution of the committee in the minutes.*