



Executive

Monday, 17 January 2011 at 7.00 pm

Committee Rooms 1, 2 and 3, Brent Town Hall, Forty Lane, Wembley, HA9 9HD

Membership:

Lead Member Councillors:

Portfolio

John (Chair)	Leader/Lead Member for Corporate Strategy and Policy Co-ordination
Butt (Vice-Chair)	Deputy Leader/Lead Member for Resources
Arnold	Lead Member for Children and Families
Beswick	Lead Member for Crime Prevention and Public Safety
Crane	Lead Member for Regeneration and Economic Development
Jones	Lead Member for Human Resources and Diversity, Local Democracy and Consultation
J Moher	Lead Member for Highways and Transportation
R Moher	Lead Member for Adults, Health and Social Care
Powney	Lead Member for Environment, Planning and Culture
Thomas	Lead Member for Housing and Customer Services

For further information contact: Anne Reid, Principal Democratic Services Officer
020 8937 1359, anne.reid@brent.gov.uk

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The press and public are welcome to attend this meeting

Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members.

Item	Page
1 Declarations of personal and prejudicial interests	
Members are invited to declare at this stage of the meeting, any relevant financial or other interest in the items on this agenda.	
2 Minutes of the previous meeting	1 - 10
3 Matters arising (if any)	
4 Petitions (if any)	
5 Deputations (if any)	
Housing and Community Care reports	
6 Adult and Social Care assessment	11 - 42
This report advises members on the Annual Performance Assessment (APA) judgement for Adult Social Care for 2009/10, published by the Care Quality Commission (CQC).	
Ward Affected: All Wards;	Lead Member: Councillor R Moher Contact Officer: Tony Hirsch, Policy and Performance Tel: 020 8937 2336 tony.hirsch@brent.gov.uk
7 Award of contracts for accommodation with social care support services for people using mental health services	43 - 74
This report requests authority to appoint two providers to a framework for the provision of accommodation with social care support services, housing support and housing management for people with mental health illness as required by Contracts Standing Orders. This report summarises the process undertaken in tendering these framework appointments and following the completion of evaluation of the tenders, recommends to whom the contracts should be awarded.	
Ward Affected: All Wards;	Lead Member: Councillors R Moher and Thomas

Contact Officer: Linda Martin, Head of Service
Development and Commissioning
Tel: 020 8937 4061 linda.martin@brent.gov.uk

8 De-commissioning of the Mental Health Community Networks Day Care Service 75 - 78

To reflect the shift towards independence and personalisation within Adult Social Care a review of all services is being undertaken to ensure services are appropriate and sustainable. Given the changing environment and the need for efficiency savings by the Council across Mental Health and the wider organisation a plan to decommission the Community Networks Day Care Service has been proposed. Community Networks provides Day Care to approximately 175 mental health clients in the Brent Borough.

Ward Affected:
All Wards;

Lead Member: Councillor R Moher
Contact Officer: Alison Elliott, Adult Social Care
Tel: 020 8937 4230 alison.elliott@brent.gov.uk

Environment and Neighbourhood Services reports

9 Arts and Festivals Strategy 79 - 86

This report outlines the proposals of the draft Arts and Festivals Strategy for Brent Council. The strategy examines the current Brent offer and proposes changes that deliver savings and a more effective and efficient service. This report recommends a public consultation on the strategy for Arts and Festivals in Brent.

Appendix circulated separately

Ward Affected:
All Wards;

Lead Member: Councillors Jones and Powney
Contact Officer: Sue McKenzie, Arts, Libraries
and Heritage, Cheryl Curling, Communications
Team
Tel: 020 8937 3144, Tel: 020 8937 1063
sue.mckenzie@brent.gov.uk,
cheryl.curling@brent.gov.uk

Regeneration and Major Projects reports

10 Former park keepers' houses at 776 and 778 Harrow Road - disposal in open market 87 - 94

This report seeks to vary the decision of the Executive on 14 September 2010 so that approval is given for the disposal, in the open market, of the former park-keepers houses at 776 and 778 Harrow Road, located within the Barham Park open space. These buildings and the parkland surrounding are held by the Council as Trustee of the Barham Park

Estate Trust.

Ward Affected:
Sudbury;

Lead Member: Councillor Crane
Contact Officer: Louis Eden, Property and
Asset Management
Tel: 020 8937 1325 louis.eden@brent.gov.uk

Children and Families reports

11 None

Central Reports

12 None

13 Any Other Urgent Business

Notice of items to be raised under this heading must be given in writing to the Democratic Services Manager or his representative before the meeting in accordance with Standing Order 64.

14 Reference of item considered by Call in Overview and Scrutiny Committee

None

15 Exclusion of Press and Public

The following item(s) is/are not for publication as it/they relate to the following category of exempt information as specified in the Local Government Act 1972 namely:

information relating to the financial and business affairs of any particular person (including the authority holding that information).

16 113 Bryan Avenue – former social services stores

This report seeks Executive approval to the freehold disposal of the surplus and vacant former Bryan Avenue storage building at auction so as to achieve the best price that can be reasonably obtained.

Circulated separately

Ward Affected:
Brondesbury
Park;

Lead Member: Councillor Crane
Contact Officer: Richard Barrett, Property and
Asset Management
Tel: 020 8937 1334 richard.barrett@brent.gov.uk

Date of the next meeting: Tuesday, 15 February 2011



Please remember to ***SWITCH OFF*** your mobile phone during the meeting.

- The meeting room is accessible by lift and seats will be provided for members of the public.
- Toilets are available on the second floor.
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- A public telephone is located in the foyer on the ground floor, opposite the Porters' Lodge

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LONDON BOROUGH OF BRENT

MINUTES OF THE EXECUTIVE Monday, 13 December 2010 at 7.00 pm

PRESENT: Councillor John (Chair), Councillor Butt (Vice-Chair) and Councillors Arnold, Beswick, Crane, Jones, J Moher, R Moher, Powney and Thomas

ALSO PRESENT: Councillors Adeyeye, Mrs Bacchus, Beckman, Cheese, S Choudhary, Gladbaum, Harrison, Lorber, McLennan and HB Patel

1. **Declarations of personal and prejudicial interests**

Councillor Powney declared a personal interest in the item referred by the Call in Overview and Scrutiny Committee relating to waste recycling and collection as a member of the West London Waste Authority.

2. **Minutes of the previous meeting**

RESOLVED:-

that the minutes of the previous meeting held on 15 November 2010 be approved as an accurate record of the meeting.

3. **Petition - Save Day Centres for People with Learning Disabilities in Brent**

Ms Anjna Manek addressed the Executive on behalf of users and carers in connection with proposals to change day care provision for adults with learning disabilities and referred to the petition which had been presented to the council against the closure of day centres. Ms Manek stated that the Department of Health in promoting the personalisation agenda had intended for users to be able to have an individualised service and be more able to exercise choice and control, and had not intended for day care centres to close. Studies have yet to be carried out into the valuing people agenda and Ms Manek suggested that the council await the outcome of the survey into the transformation of adult social care launched by 'Putting People First' the results of which were due to be available from February 2011.

Ms Manek expressed concerns put forward by the Stonebridge carers relating to the subsidence at the premises and wondered how the council could find money to spend on the proposed new civic centre and libraries but could not identify funds to meet the cost of repairs at the centre. She referred to the council's assertion that the building was 'not fit for purpose' and countered that the expenditure of £150,000 should be more than sufficient to make significant improvements. Ms Manek also referred to the differences between the age groups of service users at the Stonebridge and Strathcona centres and pointed out that many of the older users

had been excluded from the education system in their early years and as such had a different life experience to younger people.

Ms Manek questioned why, despite all the input received, the fourth option remained the preferred option and why none of the views expressed by users and carers had been featured. Ms Manek put forward the view that between five to ten per cent of families would not be able to cope under the new arrangements and would have to move their family members into residential accommodation.

Ms Manek urged the Executive to give separate consideration to the building of the new centre at John Billam from the future use of Strathcona and Stonebridge Centres and put forward a counter proposal, to be overseen by a board of trustees, of developing two centres, one in the north of the borough and another in the south, in addition to the John Billam development, possibly using former library premises. She agreed to submit detailed proposals in writing for further consideration.

The Chair, on behalf of the Executive, thanked Ms Manek for her contribution, commending her for being a voice for people in the community.

RESOLVED:

that the petition be noted.

4. Adult Social Care Direct Services review

Councillor R Moher (Lead Member, Adults, Health and Social Care) introduced the report from the Director of Housing and Community Care which set out the results of consultation on the draft Day Opportunities Strategy, which was a precursor to the transformation of all buildings-based, directly provided adult social care services. She also responded on the deputation received earlier in the meeting from Ms Manek on behalf of Brent Learning Disability Users and Carers who had also submitted a petition against proposals to close day centres. Councillor Moher stated that the report had been the result of a protracted consultation period which had included 42 meetings, many of which she had attended. She referred to the recommended option four in the Director's report which involved the closure of the Stonebridge Centre which was underused and had structural problems and the transfer of users to the Strathcona Centre in Preston Road. Once the proposed centre on the John Billam site had opened the centre at Albert Road would close and users would transfer with users from ASPPECT. Councillor Moher assured that other locations such as the use of the Millennium Centre in Willesden were under consideration and it was recognised that some options may need a building as a base.

Martin Cheeseman (Director, Housing and Community Care) drew members' attention to the discussion at the recent meeting of the One Council Overview and Scrutiny Committee held on 8 December 2010 which had also received a deputation from service users and carers. He emphasised that option four was dependent on 30% of users being assessed as independent and also being willing not to have day centre based provision. Should this not be achieved, he would report back to the Executive with alternatives proposals. Further consideration would be possible while the John Billam Centre was being constructed. Martin Cheeseman referred to the recommendations from the One Council Overview and

Scrutiny Committee in particular the specific recommendation that the Strathcona Centre be kept open as a safety net. The Director responded that Stonebridge and Strathcona centres were currently operating at less than 50% capacity and that having three day centres could not be justified in the present circumstances. He agreed to meet with a steering group to further consider developments.

The Executive agreed the recommendation from the One Council Overview and Scrutiny Committee that officers should report back in the event of problems in implementing option four.

RESOLVED:

- (i) that approval be given to the final version of the Day Opportunities Strategy attached at Appendix B to the report from the Director of Housing and Community Care;
- (ii) that approval be given to the implementation of Option 4 where implementation is built on a comprehensive and inclusive reassessment and support planning process for every current service user, and is subject to staff and union consultation;
- (iii) that officers report back in the event of any problems in implementing the recommended option four.

5. Deputation - waste collection strategy

Viv Stein (Brent Campaign Against Climate Change) and Elaine Henderson (Brent Friends of the Earth) addressed the Executive in support of the recommendations made by the Call in Overview and Scrutiny Committee on 30 November 2010 relating to waste and street cleansing and the waste collection strategy reports which had been called in for scrutiny. Ms Stein stated that the recycling system proposed to be adopted by the council involving fully co-mingled dry recyclables collection was likely to increase emissions and was unlikely to achieve 60% recycling target. While there may be less collections within the borough, overall there would be an increase in emissions once factors such as the use of larger vehicles travelling longer distances, increased electricity from mechanical separation and the possibility of reprocessing overseas. Ms Stein questioned whether an energy audit had been modelled on the proposed new system and if not, could the council be sure that it would reduce emissions. Additionally, Ms Stein questioned whether the low quality materials produced by co-mingling would be landfilled or incinerated and not recycled. Ms Stein argued that the crushed glass produced by co-mingling contaminated recycled waste and had to be made into products that created increased CO₂ levels. Ms Stein requested that the Executive reconsider kerbside sorting or alternatively separate glass for twin-stream collection.

Elaine Henderson (Brent Friends of the Earth) referred to the recommendations made by the Call in Overview and Scrutiny Committee and suggested that residents would prefer a weekly collection and that there was evidence that the use of additional containers which were emptied more frequently would increase recycling levels. Ms Henderson also felt that residents would be concerned at the possibility of waste being sent abroad for separation by child labour and that this would deter

them from using the recycling bins. She also made reference to the practices in other local authorities, in particular LB Ealing, where kerbside recycling had still been able to achieve significant improvement in recycling rates. On the question of the council's consultation on the waste strategy Ms Henderson advised consideration was being given to obtaining a report from the Plain English Campaign on the clarity of the council's consultation publications. She urged the Executive to accept the Call in Overview and Scrutiny Committee's recommendations.

6. Reference from Call in Overview and Scrutiny Committee - waste collection and strategy

The Call in Overview and Scrutiny Committee had met on 30 November and considered the reports on waste and street cleansing and the waste strategy which had been agreed by the meeting of the Executive on 15 November. The Committee made a number of recommendations in connection with the frequency of street cleanings, the retention of the weekly waste collection, the sale of recycled materials within the UK and the retention of kerbside recycling. Councillor Powney (Lead Member, Environment, Planning and Culture) responded to deputations received earlier in the meeting from representatives from Brent Friends of the Earth and Brent Campaign Against Climate Change who spoke in support of the recommendations from the Call in Overview and Scrutiny Committee held on 30 November 2010. He pointed out that the council needed to have regard to the financial situation as to introduce additional collections would require more staff and he stated that officers had confirmed that the proposed co-mingling system was in line with WRAP (Waste Resources Action Programme) and the best diversion from landfill.

Councillor Lorber (who had chaired the Call in Overview and Scrutiny Committee) stated that it was felt that the Executive should be more concerned over whether waste products ended up in the third world for recycling. He was also concerned at the cost of new waste bins that would only serve to confuse residents and take up additional space.

In conclusion, Councillor Powney stated that the further waste recycling was likely to be dealt with within Europe which had similar employment laws. It was the intention for residents to be given only one large green box with their wheelie bins avoiding the need for multiple boxes. In response to criticism, he put that the consultation had been thorough and urged the Executive to reject the recommendations from the Call in Overview and Scrutiny Committee.

RESOLVED:

that the recommendations of the Call in Overview and Scrutiny Committee in relation to waste and street cleansing and the waste collection strategy be not endorsed.

Councillor Powney declared a personal interest in the item referred by the Call in Overview and Scrutiny Committee relating to waste recycling and collection as a member of the West London Waste Authority.

7. Authority to approve extension of contracts for housing support services for people with physical disabilities

Councillor Thomas (Lead Member, Housing and Customer Services) introduced the report from the Director of Housing and Community Care which sought exemption from full tendering requirements and approval to re-commission services with existing providers of Supporting People funded housing support for people with physical disabilities. The programme in Brent started in 2003 and was currently valued at £12.3m.

RESOLVED:-

- (i) that approval be given to an exemption from the usual tendering requirements of Contract Standing Orders in relation to the accommodation services and floating support services for people with physical disabilities, on the basis that there are good operational and/ or financial reasons for doing so as set out in Section 3 of the report from the Director of Housing and Community Care;
- (ii) that approval be given to an extension of one year from 17 December 2010 to 16 December 2011, for all the seven Supporting People funded Physical Disability/Sensory Impairment contracts, (as listed in paragraph 3.4 of the report from the Director of Housing and Community Care) with the scope to extend for up to another year to 16 December 2012 (two years in total) if the services continue to be strategically relevant, demonstrate good value for money, and continue to demonstrate satisfactory performance.

8. Authority to award a construction contract for the re-building of Roundwood Youth Centre

The report from the Director of Children and Families requested authority to award the contract in relation to the construction works at Roundwood Youth Centre as required by Contract Standing Order 88 (c). The report summarised the process undertaken in tendering the contract, following the evaluation of tenders, and recommended to whom the contract should be awarded.

The Executive also had before them an appendix to the report which was not for publication as it contained the following category of exempt information as specified in Schedule 12 of the Local Government (Access to Information Act) 1972:

Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Councillor Arnold (Lead Member, Children and Families) advised that it had recently been confirmed that the funding moratorium in place since July 2010 had now been lifted and the project could now go ahead. She looked forward to what was considered to be an exciting project and a flagship proposal.

RESOLVED:-

- (i) that the award of a contract for pre-construction services and preliminaries in the sum of £346,990.00 to Morgan Sindall Construction plc (formally known

as Morgan Ashurst) in relation to the construction works at Roundwood Youth Centre be noted;

- (ii) that the authority be delegated to the Director of Children and Families to award a contract for the construction works at Roundwood Youth Centre to Morgan Sindall Construction plc, subject to confirmation of myplace Big Lottery funding from the Department for Education and subject to confirmation that the final price tendered is within the limit of the Big Lottery funding.

9. Statement of licensing policy - Licensing Act 2003

The report from the Director of Environment and Neighbourhood Services set out the outcome of consultation over the review of the Council's Statement of Licensing Policy under the Licensing Act 2003 and recommended changes to that policy.

RESOLVED:-

that approval be given to the report from the Director of Environment and Neighbourhood Services and to the adoption of the proposed changes to the Statement of Licensing Policy.

10. Civic offices and property disposals strategy

Councillor Crane (Lead Member, Regeneration and Economic Development) introduced this report which sought authority for work on the marketing and disposal of office buildings around the borough which would become available following the relocation to the Civic Centre scheduled for 2013. Councillor Crane advised that external consultants would be appointed to advise and help ensure maximum value. The Town Hall site was recommended to be appropriated for planning purposes.

RESOLVED:-

- (i) that the appointment of consultants Collyers International to provide advice and guidance to the marketing and selection of purchasers for various properties as outlined in the report and any additional properties that might become surplus following the outcome of various One Council Reviews be noted;
- (ii) that agreement be given to the appropriation of the Town Hall site pursuant to S.122 of the Local Government Act 1972 for planning purposes provided that it is satisfied in principle that the Town Hall site is no longer required for the purposes for which it is currently held;
- (iii) that it be noted that a report or reports will be presented to a future meeting of the Executive which would recommend the disposal of these assets. These reports will follow on from appropriate marketing and subject to contract negotiations.

11. Local Development Framework - West London Waste Development Plan

The Director of Environment and Neighbourhood's report asked the Executive to consider the draft West London Waste Plan which was proposed for public consultation and, in particular, to note the sites proposed for allocation for waste management use within Brent. Executive was asked to agree the draft plan for public consultation. Councillor Powney (Lead Member, Environment Planning and Culture) pointed out that fellow west London boroughs would be consulted and drew attention to the comments from the Planning Committee that had been set out in the report. The existence of an agreed Waste Plan would make it easier to resist applications to process waste outside of the identified sites.

RESOLVED:-

- (i) that the views expressed, and recommendation made, by Planning Committee in making a decision on the Waste DPD be noted;
- (ii) that the draft joint West London Waste Plan for formal public consultation for 6 weeks commencing in mid January 2011 be approved;
- (iii) that it be noted that approval is also has been, or is being, sought to undertake consultation on the draft West London Waste Plan by five other west London councils, namely Hillingdon, Ealing, Harrow, Hounslow and Richmond upon Thames, as members of the West London Waste Authority partnership.

12. Collection Fund Surplus/Deficit at 31 March 2011

As part of the Council Tax setting process for 2011/2012 the Council is required to estimate the amount of any surplus or deficit on the Collection Fund as at 31 March 2011. This must be done by the 15 January 2011 and this report asks Members to approve the balance projected. Councillor Butt (Lead Member, Resources) in introducing the report from the Director of Finance and Corporate Services referred to the total arrears as at 31 March 2010 and bad debt provision which had given rise to a shortfall of £7.25m as at 31 March 2010 and he recommended Council Tax bills for 2011/2012 include an element of approximately £10.34 at Band D to meet Brent's share of this deficit.

RESOLVED:-

that approval be given to the calculation of the estimated Collection Fund balance as at the 31 March 2011 as a deficit of £1.3million.

13. Performance and Finance Review quarter two

The report from the Director of Finance and Corporate Services summarised Brent Council's spending, activity and performance in the second quarter of 2010/11 and highlighted key issues and solutions to them. It took a corporate overview of financial and service performance and provided an in depth analysis of high and medium risk areas. The report was accompanied by appendices providing budget, activity and performance data for each service area, the Local Area Agreement, ring fenced budgets and the capital programme. Vital Signs trend data and graphs were also provided along with the council's overall budget summary. Councillor

John (Leader of the Council, Lead Member, Corporate Strategy and Policy and Co-ordination) emphasised the need for spending to be kept under control.

RESOLVED:-

- (i) that the council's spending, activity and performance in the second quarter of 2010/11 be noted;
- (ii) that all directors ensure that spending is kept within budget and underperformance tackled, and that measures are taken, in consultation with relevant portfolio holders, to achieve this;
- (iii) that approval be given to the virements detailed in appendix F of the report from the Director of Finance and Corporate Services.

14. Fees and Charges

Councillor Butt (Lead Member, Resources) introduced the report which set out proposed increases in fees and charges for council services from 1 January 2011 and for on and off street parking charges from 1 February 2011. He pointed out that the increases were one of the measures the council needed to take to address the projected budget gap of £37m in 2011/12 resulting from reductions in government grant and pressures on the council's budget. Currently many fees and charges for council services in Brent are below fees and charges by other London councils and the increases proposed in the report would bring charges in Brent more into line with other councils. Councillor Butt outlined the increases involved and added that residents would be able to apply for discounts.

RESOLVED:

- (i) that the proposed increases in fees and charges in Appendix A to the report from the Director of Finance and Corporate Services apply from 1 January 2011;
- (ii) that the proposed increases from 1 January 2011 in charges for advertising, design and the language service be agreed;
- (ii) agree that in the event that any of the proposed increases in paragraphs (i) or (ii) above are in excess of the permitted maximum, the increases would be set at the maximum level allowed;
- (iv) that the increase in on- and off-street parking charges set out in paragraphs 5.8 and 5.9 of the report and the issue of the necessary notices to allow the increases to apply from 1 February 2011 or as soon as possible thereafter be agreed;
- (v) that the first hour of off-street parking is frozen at its current level and that officers report back to the next meeting of the Executive on the most effective way of implementing a free first hour parking;

- (vi) that be noted that, for those fees and charges that are inclusive of VAT, the increase would include the increase in VAT from 17.5% to 20% from 1 January 2011;
- (vii) that it be noted that officers will be reviewing charges in other areas listed in paragraph 5.10 of the report and would report back to the Executive on these issues.

15. **Reference of item considered by Call in Overview and Scrutiny Committee - Elms Gardens allotments**

The Executive had before them a recommendation made by the Call in Overview and Scrutiny Committee on 9 December 2010 for the Executive to suspend the disposal of the former allotment site adjacent to 19 Elms Gardens, Sudbury.

RESOLVED:-

- (i) that the views of the Call in Overview and Scrutiny Committee in relation to Elms Gardens allotments be noted;
- (ii) that the officers discuss the development proposals with Notting Hill Housing Association and the Homes and Communities Agency to seek views on the proposed purchase;
- (iii) that officers consult with Barham Park estate residents and officers fully review the decant requirements for the estate.

16. **Any Other Urgent Business**

None

The meeting ended at 8.00 pm

A JOHN
Chair

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**Executive
17 January 2011**

**Report from the Director of
Housing and Community Care**

Wards Affected:
ALL

Adult Social Care Annual Performance Assessment 2009/10

1.0 Summary

- 1.1 This report advises members on the Annual Performance Assessment (APA) judgement for Adult Social Care for 2009/10, published by the Care Quality Commission (CQC). The CQC requires that details of the APA be presented to the council's Executive Committee by the end of January 2011. This report outlines the areas where the CQC judges that the council is performing well and areas identified as requiring further improvement. It also outlines changes to the system of performance regulation and management, which mean that this will be the last year of the current system and the last report in this form. Further detail on this is provided in section 5.

2.0 Recommendations

- 2.1 Members are asked to note the overall annual performance assessment and in particular the strengths and areas for further improvement identified in the performance assessment report.

3.0 Background

- 3.1 In line with changes introduced last year assessment, the assessment no longer results in a star rating for local authorities and there is no longer a judgement for leadership or commissioning and use of resources, although comments on these areas are given. A further change from last year is that the performance assessment no longer feeds into the overall CAA assessment for the council, since this has been abolished.

4. Detail

4.1 The table below summarises the overall judgement for 2008/09.

Table 1: Performance Assessment 2008/09

Areas for Judgment	The Council is Performing
Improved health and emotional well-being	Adequate
Improved quality of life	Adequate
Making a positive contribution	Well
Increased choice and control	Adequate
Freedom from discrimination and harassment	Well
Economic well-being	Well
Maintaining personal dignity and respect	Well
Overall Assessment	
The council is performing: Well	

4.2 Table 2 sets out the assessment for 2009/10 for comparison. There are four levels of performance: Excellent, Well, Adequate and Poor.

Table 2: Performance Assessment 2009/10

Areas for Judgment	The Council is Performing
Improved health and emotional well-being	Well
Improved quality of life	Adequate
Making a positive contribution	Well
Increased choice and control	Adequate
Freedom from discrimination and harassment	Well
Economic well-being	Well
Maintaining personal dignity and respect	Well
Overall Assessment	
The council is performing: Well	

4.3 The only change in terms of the judgement categories is a movement from Adequate to Well for Improved Health and Emotional Well-being. However, this should be seen in the context of the overall judgement and the comments made by CQC, which indicate that there has been progress in all areas, even where this has not been rewarded with a higher rating.

4.4 The CQC's overall summary states that: "The council made good progress implementing and consolidating its strategic plans for sustainable solutions.

Partnership working with NHS Brent is now structurally sound with positive benefits for people's independence and safety. Progress has been made implementing self directed support but few have requested a different type of service. Transforming adult social care is one of the council's top priorities. A new One Stop information and access point opened and further changes are underway to redesign assessment and improve responsiveness and delivery. Delivery times for major adaptations were accelerated for people newly referred and the waiting list much reduced. Three new and more personal homes opened for people with learning disabilities and complex needs, replacing an older care home. People receiving support and their carers were more involved in commissioning and reviewing services. Safeguarding practice has been strengthened and public and stakeholder awareness increased. The council is realistic about the further improvements it needs to make and has set itself a purposeful programme to deliver them. It also needs to develop ways to more systematically collect and demonstrate positive outcomes and experiences for people using new and expanded community support. Re-ablement is being extended and developed during 2010 with the expectation that it will be a common and fundamental service for all newcomers to support. The second phase of the customer journey work programme is underway and longer term plans for extra care housing are being progressed."

- 4.5 Further comment on performance is contained within the CQC report, a copy of which is attached at Appendix 1, while the following paragraphs highlight some key findings.

4.6 Leadership and Commissioning and Use of Resources

4.6.1 Strengths:

- Good progress implementing and consolidating strategic plans for sustainable solutions.
- Partnership working with NHS Brent is now structurally sound with positive benefits for people's independence and safety.
- Transforming adult social care is one of the council's top priorities.
- Progress implementing self directed assessments and support for people with learning disabilities and mental health needs.
- Safeguarding practice has been strengthened and public and stakeholder awareness increased.
- Auditing and quality assurance being used more widely to drive improved practice

4.6.2 Areas for improvement:

- Need to develop and implement a systematic outcomes frame work based on people's experiences to demonstrate the effectiveness of personalisation to support control and independence.
- Need to change in-house services, both buildings and approach, to enable people to exercise greater choice.

- 4.6.3 Implementation of self directed support is central to the Adult Social care transformation project and we have seen further progress during 2010/11, which is expected to continue, supported by the structural changes already

implemented as a result of the review of assessment and care management, among other initiatives.

4.7 Commissioning and use of Resources:

4.7.1 Strengths:

- Continued to work with partners to raise standards in independent care services.
- Use of cost indicator tools to ensure value in residential care placements.
- Commissioned a new re-ablement service.
- Worked collaboratively with other councils to secure home care savings.

4.7.2 Areas for improvement:

- Complete the updating of the Joint Strategic Needs Assessment.
- Clarify projected numbers of anticipated future residential places needed for older people.

4.5.6 Work is underway to review the JSNA, although it should be noted that future work in this area will be affected by the proposed changes to public health set out in the recent white papers, which will mean significantly more responsibility for local authorities, and in particular the proposal to establish health and Wellbeing Boards, where initial work is being undertaken at the moment.

4.8 Improved Health and Emotional Well-being

4.8.1 Strengths:

- Delivered a more fully integrated range of intermediate care services with positive impact.
- Demonstrated positive impact of ICCS, STARRS and Rapid Response services.
- Significantly reduced number of older people delayed in transfer from hospital.
- Secured local availability of sufficient residential care places for people with dementia.
- Further developed standards with partners for end of life care.

4.8.2 Areas for improvement:

- Further develop and expand re-ablement and intermediate care services as planned and ensure effective co-ordination.
- Further develop outcome measures for re-ablement to demonstrate positive experience for people using them.
- Finalise and implement joint commissioning strategy for people with dementia and their carers.

4.8.3 The Intermediate Care Strategy is in place and is already delivering tangible improvements, for example in addressing performance on delayed

discharges, with future plans including significant investment in reablement services. It was always anticipated that the main developments in reablement would become effective in 2010/11. Specific proposals are in place to deliver additional provision for people with dementia, including a significant increase in Extra Care housing.

4.9 Improved Quality of Life

4.9.1 Strengths:

- Delivery times for major adaptations were accelerated for people newly referred.
- More people received assistive technology (Telecare).
- More supported living opportunities for people with learning disabilities and mental health needs.
- Increased support available for carers.

4.9.2 Areas for improvement:

- Continued improvement in provision of major adaptations
- Realise plans to provide sufficient extra care housing for older people
- Systematically collect and demonstrate positive outcomes for people using new and expanded community services.
- Improve consistency and quality of carer's assessments.

4.9.3 Although performance in respect of major adaptations has improved, this remains an area on which a strong focus will need to be maintained to realise the full benefits of improvements to processes that have been put in place.

4.9.4 Plans are in place for a significant increase in extra care housing, with the programme beginning to deliver over the next twelve months. This will be the main platform for a reduction in the use of residential care but it should be noted that the reductions in spending on new homes through the Homes and Communities Agency's development programme will impact on delivery across all housing types. The Council is in the process of agreeing a Borough Investment Plan with the HCA, which sets out our investment priorities (including extra care housing) and the ways in which delivery will be supported and this will also support the identification of innovative approaches aimed at securing new homes despite the reduction in resources.

4.9.5 The approach to collecting outcomes information will need to take into account the changes outlined below, while the quality of assessments for carers and in general remains a priority through the transformation programme.

4.10 Making a Positive Contribution

4.10.1 Strengths:

- User and Carer Involvement Strategy and action plan has driven forward engagement.
- Influence of carers on location for a redeveloped resource centre for people with learning disabilities.

- Allocation of carers pooled budget influenced by them.
- Increased engagement by people in commissioning and monitoring services.
- Advocacy provision was increased.

4.10.2 Areas for improvement:

- Develop a more systematic way of reporting back to people receiving support and their carers the results of engagement.
- Demonstrate the impact and sufficiency of the available advocacy support.

4.10.3 The Customer Journey Project within the One Council programme is Addressing communication with service users and the impact of advocacy.

4.11 Increased Choice and Control

4.11.1 Strengths:

- More people received Self-Directed Support and Direct Payments with a marked increase for people with mental health needs, learning disabilities and carers.
- Good financial support for people receiving Direct Payments.
- Began the redesign of assessment and care management and more people had their support and needs reviewed.
- Self Directed Support questionnaires were co-produced with people using services and their carers.
- Continued to shift the balance of care towards commissioning more community based support.

4.11.2 Areas for improvement:

- Improve the information about eligibility for services and initial screening of requests for support.
- Increase the timeliness of assessments, particularly for older people.
- Fully implement the national Resource Allocation System to ensure more consistency of budget allocation.
- Increase take-up of Direct Payments by older people and provide more information about Personal Budgets.
- Develop staff to be more creative and consistent in their approach to support planning.
- Address the issues of concern identified from the Direct Payment User Survey.
- Implement a systematic outcomes frame work based on people's experiences to demonstrate the effectiveness of personalisation to support choice and independence.

4.11.3 The transformation programme is the principal driver for improvement in the areas noted above. The redesign of assessment and care management has already delivered improvements in both the implementation of SDS and the delivery of prompt and effective assessments, while the Resource Allocation System is currently being piloted. The Customer Journey Project aims to

deliver improvements in a number of areas, particularly in efficiency and effectiveness in dealing with initial requests for support.

- 4.11.4 The CQC report notes that there was already evidence of increased creativity in approaches to support planning and evidence of a positive response to issues raised in the User Survey but that these improvements were yet to be embedded in standards practice as at March 2010. These areas have remained a priority since then and we are confident that progress has been maintained.

4.12 Freedom from Discrimination and Harassment

4.12.1 Strengths:

- The council maintained excellence under the Equalities Standard for local government.
- Take-up of Direct Payments was high amongst people from BME communities.
- 4 new locality groups for older people.
- More culturally sensitive care planning for people with mental health needs from BME communities.
- Hope Project group established to support recovery.
- Work to promote awareness of safeguarding in BME communities.

4.12.2 Areas for improvement:

- Develop a more systematic way of reporting back to local people and communities the results of equalities monitoring and development work.

- 4.12.3 Reporting back to local people will form part of work on the new outcomes framework (see below).

4.13 Economic Well-being

4.13.1 Strengths:

- Strong focus on supporting people with mental health needs towards employment as part of the recovery model. High numbers were helped to become volunteers or to find work.
- Work opportunities for people with disabilities further developed.
- Employment initiatives are corporately and politically well supported with successful bid for extra government resources.
- Wide range of employment finding projects supported in the Voluntary Sector.

4.13.2 Areas for improvement:

- Further systematically demonstrate positive impact and benefits for people with disabilities and their carers from the employment support available.
- Continue to develop and support paid employment opportunities for people with learning disabilities.

- 4.13.3 The economic situation means that work in this area will remain challenging. However, work already in place such as the homes and jobs for multi disadvantaged groups (formerly PSA16) project, funded by the DoH, will enable further progress.

4.14 Maintaining Personal Dignity and Respect

4.14.1 Strengths:

- Meaningful progress on completing recommendations from 2008 Service Inspection.
- Improved safeguarding awareness and increased referrals.
- Regular audits show improving professional practice.
- People report feeling supported and listened to.
- Stronger partnership arrangements and oversight.
- Raised standards in residential care.

4.14.2 Areas for improvement:

- Continue to monitor and review referral numbers and thresholds.
- Continue to improve consistency of completion timescales, especially in mental health services.
- Further promote communication with partners during investigations.
- Continue to develop engagement with people as experts by experience of safeguarding

- 4.14.3 The CQC comments on this area note that “the council completed implementation of the actions resulting from recommendations the of the 2008 Service Inspection with meaningful results”. This and other comments indicate strong progress in an area where there were significant concerns following the inspection. While some areas for improvement are identified, it should be stressed that these are all areas on which progress has already been made and where CQC expects the council to continue to take forward the improvements that have already been delivered.

5. Changes to the System of Regulation and Performance Management

- 5.1 The government has announced a range of reforms over the past few months, although in many cases the detail is still not clear. Abolition of the CAA process has been noted above and alongside this, and in line with the government’s stated aims of reducing the burden of regulation and reporting and encouraging a more “localist” approach, significant changes will take place affecting social care.
- 5.2 The Annual Performance Assessment (APA) covered in this report will no longer be carried out and, as a result, local authorities will no longer be required to complete the Self Assessment Survey (SAS). CQC will retain its regulatory and inspection functions but moving to a more risk-based approach within a much leaner organisation. The government has also announced that it intends to replace to current National Indicator Set (some of which have already been scrapped) with a much shorter list of basic data that al local authorities will be required to supply. Final details of this change are expected

in the new year.

- 5.3 In the longer term, the main proposed change is the introduction of a new outcomes-based approach that has been set out in the consultation paper *Transparency in Outcomes: a framework for adult social care*, published on 16th November 2010, which in turn draws heavily on proposals put forward by the Local Government Group, particularly in the publication *Think Personal, Act Local*. In summary, the consultation is concerned with the three themes of outcomes achieved for people, quality of services underpinning outcomes and the transparency of the system.
- 5.4 At this stage, officers are working to produce an initial response to the consultation and members will be kept informed of developments as work progresses.

5.0 Legal Implications

- 5.1 There are no legal implications arising directly from this report.

6. Financial Implications

- 6.1 Whilst there are few specific references to the overall cost of adult social care within the Brent report and no specific recommendations for achieving the required improvement, enhancing performance is not always cost free and is set against the overall demographic pressures which put a year on year pressure on the adult social care budget. Within their national report CQC have indicated that they will “be vigilant about spotting the impact of the economic downturn on people’s access to social care”. It is therefore imperative that the Department continues to ensure that all the services we either procure or directly provide offer the best value for money. In addition, that the types of service we offer are themselves designed to maximise the independence and choice of individuals and minimise (where possible) long term dependency.

7.0 Diversity Implications

- 6.1 This report and the annual review of performance recognise good progress and practice in respect of equality and diversity issues in the delivery of social care services which contribute to the improvement of life chances for our diverse community.

8.0 Staffing/Accommodation Implications

- 7.1 There are no immediate staffing or accommodation implications arising from this report, but members are asked to note that delivering continued improvement in performance will almost certainly create staffing pressures in some parts of the department.

Background Papers

Annual performance assessment of adult social care services 20010

Contact Officers

Tony Hirsch – Head of Policy and Performance (Housing and Community Care),
Strategy, Partnerships and Improvement
tony.hirsch@brent.gov.uk, tel. 0208 937 2336

Alison Elliott - Assistant Director Community Care, Mahatma Gandhi House, 34
Wembley Hill Road, Wembley HA9 8AD
email: Alison.elliott@brent.gov.uk, tel: 020 8937 4230

Martin Cheeseman
Director Housing and Community Care

Assessment of Performance Report 2009/10

ADULT SOCIAL SERVICES ASSESSMENT OF PERFORMANCE 2009/10 :Brent

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Contact Name	Job Title
Steve Holmes	Performance Assessment Manager
<p>The report will produce a summary of the performance of how the council promotes adult social care outcomes for people in the council area.</p> <p>The overall grade for performance is combined from the grades given for the individual outcomes. There is a brief description below – see Grading for Adult Social Care Outcomes 2009/10 in the Performance Assessment Guide web address below, for more detail.</p> <p>Performing Poorly - not delivering the minimum requirements for people. Performing Adequately - only delivering the minimum requirements for people. Performing Well - consistently delivering above the minimum requirements for people. Performing Excellently - overall delivering well above the minimum requirements for people.</p> <p>We also make a written assessment about</p> <p>Leadership and Commissioning and use of resources</p> <p>Information on these additional areas can be found in the outcomes framework To see the outcomes framework please go to our web site: Outcomes framework You will also find an explanation of terms used in the report in the glossary on the web site.</p>	

2009/10 Council APA Performance

Delivering outcomes assessment Overall council is:	Well
Outcome 1: Improved health and well-being	Well
Outcome 2: Improved quality of life	Adequate
Outcome 3: Making a positive contribution	Well
Outcome 4: Increased choice and control	Adequate
Outcome 5: Freedom from discrimination and harassment	Well
Outcome 6: Economic well-being	Well
Outcome 7: Maintaining personal dignity and respect	Well

Council overall summary of 2009/10 performance

The council made good progress implementing and consolidating its strategic plans for sustainable solutions. Partnership working with NHS Brent is now structurally sound with positive benefits for people's independence and safety. Progress has been made implementing self directed but few have requested a different type of service. Transforming adult social care is one of the council's top priorities. A new One Stop information and access point opened and further changes are underway to redesign assessment and improve responsiveness and delivery. Delivery times for major adaptations were accelerated for people newly referred and the waiting list much reduced. Three new and more personal homes opened for people with learning disabilities and complex needs, replacing an older care home. People receiving support and their carers were more involved in commissioning and reviewing services. Safeguarding practice has been strengthened and public and stakeholder awareness increased. The council is realistic about the further improvements it needs to make and has set itself a purposeful programme to deliver them. It also needs to develop ways to more systematically collect and demonstrate positive outcomes and experiences for people using new and expanded community support. Re-ablement is being extended and developed during 2010 with the expectation that it will be a common and fundamental service for all newcomers to support. The second phase of the customer journey work programme is underway and longer term plans for extra care housing are being progressed.

Leadership

"People from all communities are engaged in planning with councilors and senior managers. Councilors and senior managers have a clear vision for social care. They lead people in transforming services to achieve better outcomes for people. They agree priorities with their partners, secure resources, and develop the capabilities of people in the workforce".

Conclusion of 2009/10 performance

The council described this as a year of change and consolidation but also marking a move towards longer term and sustainable solutions to longstanding issues. New access and self assessment arrangements were introduced and new prevention and re-abling community support services started. However, much of this new service development is recent and still being built up and it is early days to yet demonstrate the full benefits for people. There is also a need to develop and implement a systematic outcomes frame work based on people's experiences to demonstrate the effectiveness of personalisation to support choice and independence. There is corporate and political support to transform services in line with the Putting People First agenda and recognition that the next challenge will be to change in-house services, both buildings and approaches. Whilst there has been increased commitment to and success in engaging people who use services and their carers in developing services, continuing to involve them in reshaping support in a difficult financial climate will be challenging.

Key strengths

- Good progress implementing and consolidating strategic plans for sustainable solutions.
- Partnership working with NHS Brent is now structurally sound with positive benefits for people's independence and safety.
- Transforming adult social care is one of the council's top priorities.
- Progress implementing self directed assessments and support for people with learning disabilities and mental health needs.
- Safeguarding practice has been strengthened and public and stakeholder awareness increased.
- Auditing and quality assurance being used more widely to drive improved practice.

Areas for improvement

- Need to develop and implement a systematic outcomes frame work based on people's experiences to demonstrate the effectiveness of personalisation to support control and independence.
- Need to change in-house services, both buildings and approach, to enable people to exercise greater choice.

Commissioning and use of resources

"People who use services and their carers are able to commission the support they need. Commissioners engage with people who use services, carers, partners and service providers, and shape the market to improve outcomes and good value".

Conclusion of 2009/10 performance

The council continued to work with partners to raise standards in independent sector care services and to ensure value through the use of cost indicator tools. Brent worked collaboratively with other west London councils to secure savings from its commissioned home care services. It also commissioned a new re-ablement service and continued its longer term programme of developing alternatives to residential care. People who use services and their carers were more involved in service development, tendering and commissioning. The council had made dynamic use of the national benchmarking comparisons of council spending produced by the Audit Commission. This essentially confirmed their intended direction of travel to shift the balance of care and to implement new types of services and support. The commissioning strategies, particularly for care homes for older people, would benefit from clearer projected numbers of anticipated future places and type. The Joint Strategic Needs Assessment, developed in partnership with Public Health at NHS Brent, is reported to have informed key commissioning initiatives such as the Health and Well Being Plan. However, at present a revised assessment is awaited following a refresh.

Key strengths

- Continued to work with partners to raise standards in independent care services.
- Use of cost indicator tools to ensure value in residential care placements.
- Commissioned a new re-ablement service.
- Worked collaboratively with other councils to secure home care savings.

Areas for improvement

- Complete the updating of the Joint Strategic Needs Assessment.
- Clarify projected numbers of anticipated future residential places needed for older people.

Outcome 1: Improving health and emotional well-being

“People in the council area have good physical and mental health. Healthier and safer lifestyles help them lower their risk of illness, accidents, and long-term conditions. Fewer people need care or treatment in hospitals and care homes. People who have long-term needs and their carers are supported to live as independently as they choose, and have well timed, well-coordinated treatment and support”.

Conclusion of 2009/10 performance

The council together with its NHS partners has significantly reduced the number of older people delayed in transfer from hospital and the time they waited. This has been the result of a whole system approach and the development of joint intermediate care and early intervention and prevention. There has been detailed evaluation of the pilot Integrated Care Co-ordination Service (ICCS) demonstrating its impact on A&E attendance, hospital admissions and stays. This service has now been mainstreamed. The joint intermediate care service (STARRS), although not yet fully operational, began providing re-ablement at home or residential care. The Rapid Response Service, a nursing and therapy led service to avoid unnecessary admissions, has also demonstrated significant impact in the last year. However, the new re-ablement service has only recently started with a small core team and although showing evidence of early success, needs to continue to develop and expand to deliver expectations. There is also a recognition that intermediate care services need to be more effectively co-ordinated to get the best results for people. Services for people with dementia continue to be developed with a sufficiency now reported of specific residential care places and increased investment in diagnosis and early intervention. However, there remains a shortage of extra care and floating support for people who challenge and the joint commissioning strategy for dementia needs to be finalised and implemented. Progress was made on further developing standards for end of life care with partners.

Key strengths

- Delivered a more fully integrated range of intermediate care services with positive impact.
- Demonstrated positive impact of ICCS, STARRS and Rapid Response services.
- Significantly reduced number of older people delayed in transfer from hospital.
- Secured local availability of sufficient residential care places for people with dementia.
- Further developed standards with partners for end of life care.

Areas for improvement

- Further develop and expand re-ablement and intermediate care services as planned and ensure effective co-ordination.
- Further develop outcome measures for re-ablement to demonstrate positive experience for people using them.
- Finalise and implement joint commissioning strategy for people with dementia and their carers.

Outcome 2: Improved quality of life

"People who use services and their carers enjoy the best possible quality of life. Support is given at an early stage, and helps people to stay independent. Families are supported so that children do not have to take on inappropriate caring roles. Carers are able to balance caring with a life of their own. People feel safe when they are supported at home, in care homes, and in the neighborhood. They are able to have a social life and to use leisure, learning and other local services."

Conclusion of 2009/10 performance

A new One Stop contact centre opened to further improve information and access at initial contact. Whilst practice has been guided by what people said they wanted to know, positive feedback is yet to be demonstrated. People who need small pieces of equipment and minor adaptations continue to receive them quickly. Delivery times for major adaptations were accelerated for people newly referred and the waiting list much reduced. However, further progress in reducing waiting times is needed and the national survey of people receiving community equipment also showed there was a need to improve people's experience of assessment and their perceptions of the benefits of the equipment provided. More people received assistive technology (Telecare) and it is planned to integrate this provision with the development of re-ablement- services. However, the council has yet to systematically demonstrate positive outcomes for people from the increased provision of Telecare. Development continued towards the opening in the next two years of three new extra care schemes for older people, with a clear investment plan in place. There was a significantly reduced use of residential care for people with learning disabilities and those with mental health needs with an increase in supported living opportunities. Three new and more personal homes opened for people with learning disabilities and complex needs, replacing an older care home. However, again there is a need for the council to demonstrate positive outcomes for the people using the new services. To support carers there has been a joint and increased pooled budget with influence from them on how it's being spent. More carers had a Direct Payment and respite breaks. Assessments of carers needs are being strengthened and a Self Directed Support questionnaire was introduced following consultation. However, some carers reported difficulties with the process and issues with the quality and consistency of assessments. A new Quality Assurance process has been introduced to improve this.

Key strengths

- Delivery times for major adaptations were accelerated for people newly referred.
- More people received assistive technology (Telecare).
- More supported living opportunities for people with learning disabilities and mental health needs.
- Increased support available for carers.

Areas for improvement

- Continued improvement in provision of major adaptations
- Realise plans to provide sufficient extra care housing for older people
- Systematically collect and demonstrate positive outcomes for people using new and expanded community services.
- Improve consistency and quality of carer's assessments.

Outcome 3: Making a positive contribution

“People who use services and carers are supported to take part in community life. They contribute their views on services and this helps to shape improvements. Voluntary organizations are thriving and accessible. Organizations for people who use services and carers are well supported”.

Conclusion of 2009/10 performance

The council has ensured that its Service User and Carer Involvement Strategy and action plan has driven forward engagement. There has been increased engagement in commissioning and monitoring services. The council highlights the decision of where to site a redeveloped resource centre for people with learning disabilities as attributable to the significant influence of carers. The changes made to improve and simplify the Self Directed Support questionnaire are cited as evidence of the positive impact of its engagement with people with mental health needs and with carers. Concerns received from people receiving Direct Payments about the need for improved and consistent information are being addressed through revising available materials and a training programme for staff. More support to participate in decision making at Partnership Boards is also reported. Advocacy provision was increased and access widened and strengthened for people with learning disabilities and mental health needs but impact was less clear as was sufficiency for other groups of vulnerable people. The council acknowledges it needs to develop a more systematic way of feeding back to service users and carers the results and changes made as a result of engagement. The council also recognises the challenge of retaining support and engagement as it embarks on major changes to provided social care services in a challenging financial climate.

Key strengths

- User and Carer Involvement Strategy and action plan has driven forward engagement.
- Influence of carers on location for a redeveloped resource centre for people with learning disabilities.
- Allocation of carers pooled budget influenced by them.
- Increased engagement by people in commissioning and monitoring services.
- Advocacy provision was increased.

Areas for improvement

- Develop a more systematic way of reporting back to people receiving support and their carers the results of engagement.
- Demonstrate the impact and sufficiency of the available advocacy support.

Outcome 4: Increased choice and control

“People who use services and their carers are supported in exercising control of personal support. People can choose from a wide range of local support”.

Conclusion of 2009/10 performance

The council has increased the overall numbers of people receiving Self-Directed Support and Direct Payments with a marked increase for carers and people with mental health needs. A high proportion of younger people with learning disabilities continued to receive a Direct Payment and take-up by disabled people was in line with other similar councils. However, take up by older people slowed and comparatively fewer older people were in receipt of a Direct Payment. Whilst progress has been made on the depth and spread of Self-Directed Support, issues of quality and consistency were still serious issues in March 2010. Overall there was still a dependence on traditional service models and a lack of creativity. Stronger scrutiny and case auditing recently started to improve the quality and consistency of support planning.

A survey of 53 people receiving Direct Payments found they were positive about the benefits of using them and were beginning to use them creatively to fund leisure activities, holidays, and to access training and job preparation. However, people also said they needed more information; that support and training were issues and that staff needed a better understanding of their needs. The timeliness of assessment and reassessment were also issues and the lack of identified contact persons for routine follow-up. Subsequent feedback from people receiving Direct Payments confirmed these concerns which the council is addressing through a current work programme.

Since March and the introduction of weekly quality assurance and scrutiny, there is increasing evidence of improved creativity and personalisation in support planning but this is recent and needs to be fully embedded in the practice and culture of Brent. A systematic outcomes frame work is still under development and the national Resource Allocation System only about to be piloted. Whilst the council implemented the first phase of a redesign of assessment and care management and the number of reviews increased, fewer assessments were completed on time, particularly for older people, and Brent was the slowest London council. Almost half of the older people assessed did not then receive a service suggesting the need for much clearer information for them

about eligibility. The One Stop initial contact centre opened but promptness of response and staff skills are still being developed. The speed of delivering social care following assessment also slowed. The council is continuing to implement changes to how people get support in future with re-ablement followed by Self-Directed Support offered to all.

There has been a shift away from previous over reliance on residential care towards community support with fewer older people newly placed in care homes and no-one with mental health needs being placed long term. Commissioned services are starting to become more personalised and the next challenge for the council is to develop new types of in-house services.

Key strengths

- More people received Self-Directed Support and Direct Payments with a marked increase for people with mental health needs, learning disabilities and carers.
- Good financial support for people receiving Direct Payments.
- Began the redesign of assessment and care management and more people had their support and needs reviewed.
- Self Directed Support questionnaires were co-produced with people using services and their carers.
- Continued to shift the balance of care towards commissioning more community based support.

Areas for improvement

- Improve the information about eligibility for services and initial screening of requests for support.
- Increase the timeliness of assessments, particularly for older people.
- Fully implement the national Resource Allocation System to ensure more consistency of budget allocation.
- Increase take-up of Direct Payments by older people and provide more information about Personal Budgets.
- Develop staff to be more creative and consistent in their approach to support planning.
- Address the issues of concern identified from the Direct Payment User Survey.
- Implement a systematic outcomes frame work based on people's experiences to demonstrate the effectiveness of personalisation to support choice and independence.

Outcome 5: Freedom from discrimination and harassment

“People who use services and their carers have fair access to services. Their entitlements to health and care services are upheld. They are free from discrimination or harassment in their living environments and neighborhoods”.

Conclusion of 2009/10 performance

The council continues to assess itself as excellent under the revised Equality Standard for local government and strengthened its programme of equality impact assessments to ensure effective targeting and any under representation in services. Analysis of people receiving Direct Payments shows a good spread of take-up amongst BME communities (58% of users) and an equal take-up by women. There has been close monitoring of take-up of services provided by the voluntary sector and an audit targeting their equality training needs. More than 51 community organisations were supported and more than half of the council's grants programme went to specific BME community groups.

Examples of changes as a result of Brent's programme of equalities development work included locality groups for older people; care planning made more culturally sensitive for people detained in and transferred from mental health hospitals; and the Hope Project for mental health recovery. Positive work also took place with the newer BME communities in Brent to raise awareness of safeguarding issues and information leaflets about it were translated.

Key strengths

- The council maintained excellence under the Equalities Standard for local government.
- Take-up of Direct Payments was high amongst people from BME communities.
- 4 new locality groups for older people.
- More culturally sensitive care planning for people with mental health needs from BME communities.
- Hope Project group established to support recovery.
- Work to promote awareness of safeguarding in BME communities.

Areas for improvement

- Develop a more systematic way of reporting back to local people and communities the results of equalities monitoring and development work.

Outcome 6: Economic well-being

"People who use services and their carers have income to meet living and support costs. They are supported in finding or maintaining employment".

Conclusion of 2009/10 performance

The council supports a wide range of activity across service areas and with partners to promote employment, volunteering, training and income maximisation. In mental health, employment specialists based in Brent in 2 Work supported 110 people into work. This includes people working for the mental health trust itself as well as for Community Networks. Comparator information (NI 150) suggests a high proportion of people in contact with mental health services are in employment.

Many black people with mental health needs were also supported into volunteering. Job brokerage for working age people with disabilities is provided at Wembley Works. Two people with learning disabilities are employed as apprentices in the council's Human Resources team and another is on work experience in Housing and Community Care. However, comparator information (NI 146) suggests there is further work to be done in this area.

Brent successfully bid for extra government money to further develop the available support. This followed a positive assessment and report by the Department of Communities and Local Government focussed on the quality of supported housing but including work finding support. It reported a clear commitment with an emphasis on partnerships and much good practice overall. However, despite case studies showing some individual success stories and the high number of mental health service users finding work, the council has yet to systematically demonstrate positive impact and benefits for people with disabilities and their carers from the employment support available.

Key strengths

- Strong focus on supporting people with mental health needs towards employment as part of the recovery model. High numbers were helped to become volunteers or to find work.
- Work opportunities for people with disabilities further developed.
- Employment initiatives are corporately and politically well supported with successful bid for extra government resources.
- Wide range of employment finding projects supported in the Voluntary Sector.

Areas for improvement

- Further systematically demonstrate positive impact and benefits for people with disabilities and their carers from the employment support available.
- Continue to develop and support paid employment opportunities for people with learning disabilities.

Outcome 7: Maintaining personal dignity and respect

“People who use services and their carers are safeguarded from all forms of abuse. Personal care maintains their human rights, preserving dignity and respect, helps them to be comfortable in their environment, and supports family and social life”.

Conclusion of 2009/10 performance

The council completed implementation of the actions resulting from recommendations the of the 2008 Service Inspection with meaningful results. Awareness of safeguarding issues was promoted, particularly amongst Brent's BME communities, and the leaflet translated into several languages. There were increased safeguarding training opportunities for the independent sector although increasing take-up by partners remains a priority. Referrals increased across service use groups and more were made from health partners. However, despite rising, the rate of safeguarding referrals remains lower than comparable councils. The Brent Safeguarding Board reviewed this and suggests this may be linked to differences in thresholds. Brent reports that the majority of its referrals proceeded to investigation with few screened out on initial contact. The number of completed cases in year increased across all user groups except in mental health where the number and rate fell. The quality of practice continued to improve through a regular programme of quarterly case audits, close monitoring and the use of a review template. The council also report that user audits show that people going through the safeguarding process felt supported and listened to. More cases went to case conference and the police now provide updates on investigations. However, regulatory feedback suggests that completion timescales can sometimes be overlong and communication uneven. Membership and participation by partners on the Brent Safeguarding Board is stronger with work underway to increase engagement with users and carers as experts and also on outcomes for perpetrators. The Board receives summary results of the quarterly audits and a new independent chair has been appointed. Work to raise standards in local care homes has also had benefits for the safety and dignity of residents.

Key strengths

- Meaningful progress on completing recommendations from 2008 Service Inspection.
- Improved safeguarding awareness and increased referrals.
- Regular audits show improving professional practice.
- People report feeling supported and listened to.
- Stronger partnership arrangements and oversight.
- Raised standards in residential care.

Areas for improvement

- Continue to monitor and review referral numbers and thresholds.
- Continue to improve consistency of completion timescales, especially in mental health services.
- Further promote communication with partners during investigations.
- Continue to develop engagement with people as experts by experience of safeguarding.

	<p>Executive 17 January 2011</p> <p>Report from the Director of Housing and Community Care</p>
<p>Wards Affected: ALL</p>	
<p>Award of contracts for accommodation with social care support services for people using mental health services</p>	

1.0 Summary

- 1.1 Individuals using mental health services locally have told us that housing is important to them, that accessing and staying in independent housing locally needs to be made easier, that existing shared housing often no longer meets their needs, that they need flexible support, often in very practical areas and that they want help to combat social isolation and to do “ordinary things” that other people do.
- 1.2 This report requests authority to appoint two providers to a framework for the provision of accommodation with social care support services, housing support and housing management for people with mental health illness as required by Contracts Standing Orders. The framework is to bring back 50 individuals currently placed in Out of Borough social care settings. The framework is for a period of 3 years commencing in January 2011 with an option to extend the contracts for a further two-year period. It is also proposed to award call-off contracts to the two providers for the same period. This report summarises the process undertaken in tendering these framework appointments and following the completion of evaluation of the tenders, recommends to whom the contracts should be awarded.
- 1.3 This framework has been developed to reduce our reliance on placing individuals using mental health services who require accommodation with social care support with providers outside of Brent. The process of bringing back 50 individuals will be managed through a staggered system to mitigate the risks of the individuals’ mental health being negatively affected.

2.0 Recommendations

- 2.1 That the Executive approve the appointment of two provider organisations, Equinox Care and Look Ahead Housing and Care to a framework for the provision of accommodation with social care support services, housing support and housing management. The length of the contract will be for a period of 3 years commencing in January 2011 with an option to extend the framework for a further two-year period.
- 2.2 That the Executive award a call-off contract from the framework referred to in paragraph 2.1 to Equinox Care for the provision of accommodation with social care support services, housing support and housing management for up to 25 adults with high and medium mental health needs over three years with an option to extend the framework for a further two-year period.
- 2.3 That the Executive award a call-off contract from the framework referred to in paragraph 2.1 to Look Ahead Housing and Care for the provision of accommodation with social care support services, housing support and housing management for up to 25 adults with high and medium mental health needs over three years with an option to extend the framework for a further two-year period.

3.0 Detail

- 3.1 The 1999 National Service Framework for Mental Health ("NSF"), the Mental Health Joint Commissioning Strategy, the Mental Health Accommodation Strategy and the Supporting People Strategy continue to have requirements to promote independence and to ensure that people move on from acute care and support into the community and supported accommodation. The NSF 10-year plan in particular was designed to improve on community provision for people with mental health problems. Including:

- improving the wellbeing of people using mental health services
- Helping to ensure that people using mental health services have the right treatment at home, rather than in a hospital
- assisting and enabling people with mental health problems to be part of the community
- ensuring that Local Authorities, NHS Trusts and other Providers worked together to commission and develop services and treatments that are capable of looking after all the needs of individuals using mental health services

- 3.2 New Horizons – Towards a Shared Vision for Mental Health 2009 aims to build on the National Service Framework for mental health and continue to do more preventative work, creating connected communities through the promotion of well-being and resilience and the reduction of inequalities. In line with New Horizons this framework:

- recognises the need to prevent mental health problems and promote mental health and well-being whilst focusing on social inclusion
- has been developed to ensure that care is based on individuals' needs and wishes, leading to recovery

- will work to assist to improve the quality of life to promote recovery for people using mental health services
- 3.3 The Council (through Adult Social Care Services) therefore wish to commission services that have the ability to offer an holistic recovery and person centred approach to commissioning services across accommodation, mental health, housing support and social care services which improve on existing provision.
- 3.4 At present there is a high reliance on placing people using mental health services to 'Out of Area' services through spot purchases, with people being placed far from home due to a lack availability of high and medium social care with supported accommodation in Brent. People using mental health services are also placed in inappropriate accommodation, including group homes which do not suit their needs and preferences.
- 3.5 The 2008 Brent Mental Health and Accommodation Strategy outlined the need to increase high and medium supported accommodation and to ensure that all supported accommodation is of a high standard with appropriate health and social care support as required. The Strategy also emphasises the need to promote recovery and social inclusion and to provide a pathway, ensuring the right support at the right time, while maximising independence. By providing more high and medium support accommodation within commissioned services, the aim is to reduce high cost out of borough spot purchases and allow more investment locally to include culturally appropriate, gender specific and provision for those with more challenging needs including forensic histories and dual diagnosis.
- 3.6 The services falling under this Contract are intended to provide social care and housing related support to people with mainly medium and high complex mental health issues to meet their needs and enable them to achieve their personal and social functioning goals and improve their health and wellbeing and other aspects of their lives. The principal aims of the service are to provide accommodation with social care and housing related support, using all components of the recovery approach including a strengths-based approach with creative and positive risk-taking.
- 3.7 The main aim of this framework agreement is that the two contracts will help the Council to deliver:
- a coherent and consistent approach to providing high and medium levels of mental health care to adults with severe and enduring mental health
 - the provision of accommodation with social care support 24 hours, 7-days a week, for people with complex mental health needs which will reduce the need for vulnerable service users to be placed outside the borough of Brent, particularly those currently reliant on residential and nursing spot placements.

- rehabilitation schemes that work in co-operation with other community based services to reduce the reliance of the service on in-patient treatment.
- a comprehensive range of social care services with clear pathways that allow service users to transfer appropriately from high to low support schemes as their needs change and their capacity to manage independently improves.
- the involvement of family and carers in care plans to help the service users with the recovery from mental ill health.

3.8 The 'Guiding Statement on Recovery (NIMHE 2005)' identifies six potential meanings:

- returning to a state of wellness
- achieving a personally acceptable quality of life
- a process or period of recovering
- a process of gaining or restoring something
- obtaining usable resources from apparently unusable sources
- recovering quality of life and winning satisfactions in disconnected circumstances
- social care and rehabilitation for the mental health problem

This provision will ensure clear measurable outcomes are met in the following ways:

Being healthy – access to health services, GPs, dentist, optician and encouragement to develop healthy eating and lifestyles, health promotion, avoidance of self-neglect and depression, risks of smoking, alcohol and substance misuse, avoidance and harm reduction strategies.

Staying safe – increased self esteem, understand rights and responsibilities, raise concerns and minimise isolation, safeguarded from injury, bullying, crime, violence, anti-social behaviour and all types of exploitation. Tenancies are stable and problem-solving amongst tenants' takes place with appropriate support from staff.

Enjoying and achieving – maximising opportunities, achieving aspirations, educational attainment, personal and social development and leisure activities. Support into employment for service users wishing to get assistance to enable them to work and stability in the workplace for those in employment.

Making a positive contribution – the ability to maintain a tenancy and meet occupancy obligations, development of a range of social, life and independent living skills to increase interests, decision making and positive non-discriminatory behaviour, decrease in criminal justice involvement and reduction in offending behaviour.

Economic well-being – engagement in educational achievement and training activities that help get work experience/voluntary work, build up CVs where appropriate, are encouraged to manage finances/budget and maximise income via welfare benefits

4.0 Current Arrangements

- 4.1 The current investment by the Council is a mixture of block and spot purchases from various providers in and outside of the Borough. As of November 2010 our current commitments on placements are as follows:-

Table 1

Total Number of Social Care Funded Spot Placements	Total Number of Social Care Spot Purchases fund by the Council only	Number of Joint Funded S117 Spot Placements LBB /NHSB
199	163	36

Additionally there are 70 individuals using mental health services placed in bed and breakfast beds (lease agreements) and not included in the above table waiting for more suitable and appropriate supported accommodation.

- 4.2 Joint Funded Clients - There are 36 individuals on the Mental Health Act section 117 arrangements jointly funded with NHS Section 117 Aftercare of the Mental Health Act is a statutory duty of care placed on Local Authorities and Health Care Trusts. Any provision of support to individuals under s117 of the Mental Health Act, including accommodation, must be provided free to the individual and is jointly funded with NHS Brent. NHS Brent are not involved in this framework therefore there is no health element as part of this contract.

Anyone who has been detained in hospital under treatment Sections 3, 37, 47 or 48 of the Mental Health Act 1983 (MHA) is entitled to aftercare under section 117 of the Mental Health Act. The relevant NHS and local authorities have a duty to provide whatever after-care services are assessed as necessary.

Everyone receiving s117 aftercare is on a Care Program Approach (CPA). The CPA provides the framework for planned and managed care required for the individual. All services provided under section 117 are reviewed at each CPA review and identified in care plans. Where the service user no longer needs any of the services provided, the Section 117 after-care arrangements can be terminated jointly between the Health Trust/PCT and the Local Authority.

The costs to the Council of providing aftercare for current spot placements as at 19th November 2010 = £5,098,283 per year

- 4.3 Within this portfolio, we have identified 30 mental health service users who could potentially benefit from the new specification of this framework for the provision of accommodation with social care support services, housing support and housing management.

This delivery of mental health services with accommodation through spot and block commissioning has never been subject to a formal

tender. In order to meet the Joint Commissioning and Mental health accommodation strategy requirements and to ensure that a quality service is provided which meets the requirements of the NSF, the needs of service users and that which is value for money, it was considered appropriate to tender for these services by way of a Framework Agreement Contract.

5.0 The Tender Process

- 5.1 The new Framework and contract call-offs were let according to the Council's Contract Procurement and Management Guidelines for an initial term of three years with an option to extend for a further two-year period, to commence in January 2011. The process used by the Council for the procurement of these contracts was a two stage tender process, allowing the Council to eliminate unsuitable contractors at the Pre-Qualifying stage.

The tender process was assisted by officers from the Procurement and Risk Management Team and Legal Services.

Stage One - Pre-Qualifying Stage

- 5.2 Advertisements were placed in the trade press, national and local newspaper to invite expressions of interest for appointment to a framework for repatriating individuals from current out of borough placements over a three year period. The Council's standard Pre-Qualification Questionnaire ("PQQ") together with a Summary of Information about the Council, the Borough and the advertisement was also posted on the Council's website. It was indicated that up to 5 providers would be appointed to the framework, with the likelihood that each call-off contract would cover 10 individuals, with an initial number of 12 individuals to be repatriated in the first year.
- 5.3 Contractors responding to the advertisement were requested to complete and return the Pre Qualifying Questionnaire (PQQ) together with relevant supporting evidence. A total of 16 PQQs were subsequently received from different contractors.
- 5.4 All PQQs were checked to ensure that had been completed fully and that all the relevant supporting information had been submitted. A number of contractors failed to complete the PQQ fully or supply all relevant supporting information and were therefore rejected from the tender process.
- 5.5 PQQs and supporting information were copied and sent to a qualified accountant within Housing and Adult Social Care Department in order to carry out a financial assessment and to an officer in the Health, Safety and Licensing Unit to carry out a health and safety assessment. PQQs and supporting information were also sent to a panel of officers in order to assess the technical capacity of the contractors. This assessment process established that a total of 9 contractors should be invited to tender (Stage Two) for the three contracts.

Stage Two - Invitation to Tender

- 5.6 A tender pack was issued to the 9 contractors invited to tender. The tendering instructions stated that the contracts would be awarded on the basis of the most economically advantageous offer to the Council and that in evaluating tenders, the Council would have regard to the criteria detailed in **Appendix1**. Tenderers were also advised that the maximum amount payable by the Council for the care element per individual is £550 exc. VAT.

All tenders had to be submitted no later than Thursday 16th September 2010. The tenders were opened on the same day, and there were 2 valid tenders received from 9 contractors invited to tender. The remaining 7 contractors including some of our local existing Providers did not submit proposals on the basis of:

- financial viability for the cost apportioned to the care and support i.e. the providers felt that £550 per individual was too low and the tender was therefore not profitable for their own organisation
- the timescales set were too tight and for some it was felt that this would make it difficult to source and identify units for repatriation
- they wanted to focus on current contracts in light of the financial climate

- 5.7 The 2 valid tenders met the required compliance standards and were sent to an evaluation panel. The evaluation panel consisted of the Joint Commissioning Manager, one officer from the Supporting People Team, one officer from the Brent User Group (representing the service users) and one officer from Procurement and Risk Management. Each panel member read the tenders and identified a number of areas for further clarification. The two organisations were invited to meet with the panel.

- 5.8 The full evaluation panel also visited the facilities of the two contractors. The purpose of these visits was to see provider portfolio of related provision, undertake a file audit and speak to the staff and service users in confidence. References were also taken up.

- 5.9 Contractors were required to submit prices for each of the contracts they were invited to tender for and demonstrate added value and cost efficiencies.

- 5.10 Following the site visits and interviews and receipt of references, the panel met again to finalise its overall evaluation of the tenders, marking tenders against the evaluation criteria agreed by the Executive on 26th May 2009 as tailored to the contract.

Evaluation Conclusions

- 5.11 A copy of the Tender Evaluation Grid for this contract is detailed in **Appendix 1** showing the final scores awarded by the panel to each contractor submitting a tender.

The maximum weekly rate for social care which would be considered was £550 excluding VAT.

The prices submitted by contractors for each contract are detailed in **Appendix 2**.

5.12 Contractor 1- Look Ahead Housing and Care offered 3 Options:

Option 1- Look Ahead Housing and Care would prefer to develop and build a specific scheme to meet the needs specified in our Specifications. This would initially be 20 bed spaces but could be increased over the life of the contract. This would however take 24 months to complete and we will need to explore this option further.

Option 2 – (Brent's Preferred Option) - They will lease or purchase from a private developer or landlord. This will be funded through Look Ahead's Housing and Care Investment. The provider would take the accommodation on a 5 year lease and would be done in line with our service requirements to accommodate up to 25 people using mental health services in three years with an initial 15 of the 25 individuals repatriated in the first year with plans to increase this over the life of the contract. Their proposal will have 12 Units available immediately and they will work to increase this and gradually repatriate the identified individuals in year 1.

Option 3 – They will identify existing schemes in Brent that may be in the process of being decommissioned that are suitable for this provision. This would be done through approaching and working with Registered Social Landlords (RSLs), the local Supporting People Team, the Local Authority Housing Team and local NHS Trust. The Provider would seek to agree a leasing arrangement / managing agent arrangement similar to arrangements they currently have with a number of RSLs in other Boroughs. This is not a preferred option and is not for consideration.

Pricing

Weekly rate for Medium support - £498.82

Weekly rate for High Support needs - £544.82

Numbers of Individuals Proposed for repatriation in Year 1 - 15

5.13 Contractor 2 – Equinox Care offered:

Option 1 – Equinox will work with Genesis Housing Group (Genesis Housing Group consists of PCHA, Pathmead and Springboard Housing Associations) to develop self-contained units – either stand alone or small blocks of 10-12 units. With Brent's agreement they will discuss possible units/blocks and land the Council may be able to make available and with Council support apply for housing grant or arrange private finance to refurbish/build with the rents covering the cost of the loan(s). Genesis as Equinox's sub-contractor will

develop the accommodation for up to 50 service users (the full contract) made up of 20 self contained units over a four year period, i.e.

- 10 Self contained flats in Year 1
- 5 Self contained flats in Year 2
- 5 Self contained flats in Year 3
- One Block of Self contained flats in Year 4

The above units will take 1-2 years to develop and will be funded via conventional RSL capital funding routes. Equinox will provide the care services. This option will need to be explored further.

Option 2 – (Brent's Preferred Option) –Again Equinox will work with Genesis Housing Group. Equinox will source single units from Private Landlords. The lease will be held by Genesis and the associated costs met through Housing Benefit. Equinox will provide the care services. Additionally they will also use their current property portfolio to meet our requirements to accommodate 25 people using mental health services in three years with an initial 15 of the 25 individuals repatriated in the first year and plans to increase this over the life of the contract. Equinox (Genesis Housing)'s proposal will have 15 Self contained units to be made available immediately and they will work to increase this to meet our requirements.

Pricing

Weekly rate for Medium support - £428.32

Weekly rate for High Support needs - £489.50

Numbers of Individuals Proposed for repatriation in Year 1 is 15

As this is a Framework Agreement Officers are therefore recommending that both Look Ahead Housing and Care and Equinox Care (in partnership with Genesis Housing) be appointed to the framework, and also both be awarded a call-off contract to allow a fair spread of opportunity and risk between the organisations, this also complies with our tender notice that allows for more than one organisation to sit on the framework agreement and allows for future demand ensuring capacity is appropriately managed through more than one organisation for repatriation of service users back to Brent. Operationally, and evidenced from the site visits and interviews with service users and staff, Equinox demonstrated better outcomes for service users. They had stronger and more positive approaches to personalisation and recovery. Both tenderers were assessed as satisfying our requirement under the quality criteria and as satisfying our pricing requirements under the financial evaluation criteria.

The preferred option for both tenders is Options 2 but there will be further work done to explore options 1 from both tenderers.

6. Financial Implications

6.1 The Council's Contract Standing Orders state that contracts for supplies and services exceeding £500k or works contracts exceeding £1million shall be referred to the Executive for approval of the award of the contract.

6.2 In awarding the contract, Members need to consider the most economically advantageous tender and whether the tender is affordable within existing resources.

In determining an economically advantageous tender, it is necessary to consider the tender against the evaluation criteria approved by the Executive on 26th May 2009 which includes both cost of the contract and quality of service. In view of the importance of quality of service in evaluating an economically advantageous tender, there is no presumption that the tender will be awarded on the basis of lowest cost.

6.3 Paragraphs 5.11 to 5.13 set out the basis for the recommendations for the award of the contracts in this report. In the case of this Contract, Look Ahead Housing and Care and Equinox Care (Genesis Housing) were both considered to be economically advantageous for the purpose of this Tender.

6.4 Affordability of Contract has been assessed on the basis of the cost of providing the current spot purchase arrangements which is much higher than that which will be provided under the new contract. Table 1 below shows current estimated cost of the existing arrangements for 20 individuals in out of borough spot purchases compared to the tender prices submitted by Look Ahead Housing Association and Equinox Care. The savings in a full year –where 30 individuals have been repatriated from 1st April are estimated at approximately £604k. However, these individuals will not all be brought back together. They will be managed in a staggered way throughout the year with 2-3 individuals per month. The efficiencies will be reflected and be more evident in year 2 i.e. 2012-13

In year savings for 2011-12 = £292,856

Savings breakdown is attached in Appendix 3

For years 2 and 3 we will explore Options 1 from both Providers with a view to increasing the numbers of individuals to be repatriated.

6.5 The key to the success of this development is to ensure that the individuals identified can benefit from this project and confidence that the providers can meet the needs of these individuals. This new model has not been tested in respect of the needs and volume of activity specified. However, the targets specified in this development can and will be adjusted if the pace of repatriation exceeds forecast which can be as high as 20-22% which translates to an extra 7 service users being repatriated in the first year. We will look to increase the pace of repatriation once the implementation has begun and the related organisation of the repatriation is safely managed. We will review

progress and related efficiencies six months into the project and adjust as appropriate.

7.0 Financial Implications- Risk Methodology

- 7.1 There are a number of risks associated with the delivery of this proposal and a detailed and robust approach has been taken to the identification and management of these. A critical factor in the development and agreement of this proposal is identifying, assessing and analysing the risks in relation to the identified list of patients and the providers' skills in managing the process of repatriation and aftercare and support in a holistic way. This includes possible risks that could arise during the delivery stage for which the Local Authority would be financial accountable. Specific risks are listed below:

Summary of Risks:

- Inability to accept the identified individuals for repatriation
- Delays in transfers of service users into the new units
- Lack of co-operation and support for proposed development from local providers
- Inability of the providers to provide timely proposed volume of supported accommodation
- Standards of quality, location and suitability of provision unacceptable
- Placement costs continue to increase and exceed budget estimate
- No efficiencies generated in placement budget because of inability to meet the target numbers
- Continued reactive and less predictive approach to housing and social care
- Demand for social housing remains high for those with mental health needs who have often lost their economic independence
- The Providers inability to balance service user risk taking, rights, autonomy and empowerment with issues of protection. Relapse of service users
- No reductions to over reliance on Out of Area placements

These risks have been assessed as high or significant and are included in the Risk log-Appendix 4.

- 7.2 The Risk log for this project will be included as part of the Local Authority Risk Register and will be subject to review by the Local Authority Governance infrastructure which reviews high level corporate risks and the strategy for their Management. A local programme governance structure will be designed to ensure openness and transparency in decision making processes and to ensure that project risks are identified, recorded and appropriately reported

7.3 Key Financial Risks and Opportunities

The proposed 'block' contracts are designed to generate efficiency and value for money by being just sufficient to meet projected demand while beds purchased are offered at a cheaper rate than comparable

beds paid for on a spot purchase basis. These are being offered on an initial 3 year period with the option to extend for a further two years. This reduces the Council's current costs while allowing the successful provider to spread its start-up costs over a reasonable length of time and encouraging it to invest in service development.

To ensure financial viability and cost-effectiveness and delivery of quick, responsive, quality accommodation with support to individuals using mental health services currently placed in Out of Borough Units care the planning assumptions are as follows:

1. Resources that will change	2. Assumptions	3. Volume change in use	4. Value of change
£1,324,980k Current yearly placement budget	2 services users repatriated in the first 6 months followed by 3 individuals a month thereafter for the remainder of the financial years 2011/12 and 2012/13	Over a 3 year period it is anticipated that 50 placements will be repatriated at an average cost of £4,012 per month.	<ul style="list-style-type: none"> £292k gross savings against 2011/12 budget £708,967 savings against 2012/13 budget. Cumulative savings £1,001,824.

7.4 Risks to the above

Period	2011/12 Costs	2012/13	2013/14
	£000,000	£000,000	£000,000
Current costs	1,324,980	1,324,980	1,324,980
Standards of Quality, location and suitability of provision unacceptable delaying realisation of Efficiencies (assuming 3 months delay from start of project)	-21,377	0	0
Delays in settling the identified service users and linking them in to local support. (slowing the transfer process throughput)	-21,377	2006,50	0
Placement Costs continue to increase and exceed budget estimate. (Assuming 2 service users being placed Out of Borough a month over 6 months) (£850 per week * 4.33 weeks*12 people*3 months)	132,498	0	0
Efficiencies generated in placement budget because of ability/inability to meet the	0	107,040	1,001,824

target numbers.			
Cost of Delay to Implementation	1,457,478	1,322,974	0
Less: Efficiency Savings	0	107,040	1,001,824
Pressures/Risk to budget	+ 132,498	0	0
Efficiencies	0	-107,040	-1,001,824

The Project Risk Register will be managed to a level that can reduce the value of the risks to a minimum. Governance arrangements for this project will be through the Transition Board. This will also provide assurance to the delivery against programme plan and ensure plans are developed to enable the safe and effective transfer of service users through a transitional period, and that the financial forecast is realised, within an agreed set of tolerances

In addition the steering group will oversee management of risks, including escalation to Transition Board if the tolerances have been breached.

8.0 Financial Implications – Housing Benefit

- 8.1 There is some uncertainty about the impact of the Comprehensive Spending Review on Housing Benefit funding in future years. To live independently in residential or supported living arrangement, most people using mental health services rely on Housing Benefit to pay their rent. Services such as housing are vital for the wellbeing of many mental health service users. Unfavourable changes to individuals' ability to have affordable accommodation with support would have a negative impact on people's lives and their mental health and well being.
- 8.2 The properties from both tenderers will initially be acquired from their current stock, as refurbished/modernised units and will be deliverable from January 2011. The unit mix to be procured is one and two bedroom self-contained units. Depending on our timeframe (i.e. if we are looking to start repatriation in January 2011) the units may initially be out of area whilst further discussions around local procurement are explored by other mental health service users. Some of these properties are new build and others may currently be occupied by mental health service users ready for step down into more independent provision through these Providers. This area will need further discussions and will determine how quickly we can start repatriating individuals, from expensive spot purchases into this contract.
- 8.3 The rent charges for this development will change as individuals' mental health improves and they no longer need medium/higher levels of support. At that time, possibly they may also be able to work. This project is linked to Employment support for mental health service users.
- 8.4 As the package of support changes, the related individuals could be re-housed by the Council/Genesis/Look Ahead or they could stay in their

current accommodation but have a tenancy with standard rent directly with Genesis Housing Group. They would be offered a reduced level of support such as Floating Support services. Both providers are keen to agree arrangements that reflect Brent Council's housing priorities and service users' preferences. We would only re-house working households under our statutory duty of care i.e. if they remained under s117, otherwise they would need to be nominated into general needs rented accommodation.

- 8.5 In terms of Option 1 from both Providers i.e. identifying new sites and agreeing the use of the Council's land, we would need to discuss the level of grant/subsidy required to support the scheme and risks associated with any loss of rent. In particular, there would need to be further discussions to explore priorities i.e. any cost benefit analysis on why we would new builds with these Providers over other housing schemes that require funding support.
- 8.6 Rents will be based on Brent's Local Housing Allowance (LHA) marginally below the LHA levels, to allow for possible HB risks, in terms of new developments. There may be exemptions, in terms of housing benefit for some service users on DLA, but the expectation from both providers is that as the rents will be based on LHA levels, they will still be eligible for Housing Benefits.
- 8.7 In light of the current HB reforms and in particular the need for the Council to ascertain whether exemptions would apply to the individuals covered by this procurement, the proposed rent by both providers is £230-250 a week - £220 for the lease/rent/ongoing maintenance cost and £10-30 for housing management. This is lower than our current commitment of £290 a week per person. The Providers are keen to agree a sustainable arrangement with the Council to cover current and future units developed under the framework. The rent charges will be discussed further and both Providers are willing to explore this with colleagues in Housing Benefit.
- 8.8 The Council will be looking for the rent charges to be much lower than our current commitment as high rents will only be relevant if both Look Ahead and Equinox enter into the leasing arrangement directly. If they use their existing voids, as in their proposal, then there is no reason for them to charge higher rents. Where either of these providers are seeking to attract grant, then the rents from April 2011 would need to be contained within Local Housing Allowance levels to be eligible for capital grant support and this would need to be agreed with the Council.
- 8.9 The rent charges could be lowered if both Providers use shared units. However, in a survey for the Accommodation Strategy done by Brent User Group in 2007, service users communicated concerns about shared housing, specifically that it can be stressful and not provide enough privacy and safety. They also wanted to have more choice over who they live with and did not necessarily want to live with others who have mental health problems.

- 8.10 Following the Comprehensive Spending Review and suggested changes to Housing Benefit the new housing benefit rules are likely to have implications, in terms of eligibility approaches taken to price risk (i.e. with housing benefit, the risk is usually borne by the Council, and this could be expensive if the housing benefit does not cover the financing costs fully.
- 8.11 The risks within the contract will be mitigated by ensuring that the levels of rent set and agreed with Brent Council are sufficient to cover the current developments; however this will need to be discussed further with Housing Benefit and ensure that this development is sustainable. Other ways to mitigate these risks include:
- use off discretionary housing benefit
 - commitment to re-house mental health service users no longer meeting the s117 duty into affordable rented units
 - break clauses – to prevent further exposure
 - contingency plans in the event of our inability to re-house the service users if there are adverse changes to housing benefit rules affecting the viability of the scheme.
 - grant conditions associated with funding model may stipulate the rent that has to be charged and therefore we may be able to direct rent risk to the HA – again, we would need to see the detail of the grant conditions here
- 8.12 Future changes in Housing Benefit in terms of affordability of social housing could also impact on individuals who may not have used mental health services in the past, increasing demand for mental health service provision including supported housing locally. This could result in cost pressures to current mental health investments and provisions. Links are being developed with the Improving Access to Psychological Therapies service in Brent. Psychological therapies services work to improve health and wellbeing and can help people stay employed and able to participate in the activities of daily living. This service which is led by NHS Brent and has the Council's involvement has links at all levels from Primary care / Social services / Employment /secondary care specialist services /education providing treatment of mild to moderate depression. The service will also be linked to voluntary and third sector organisations, across the whole of the mental health customer pathway to support mental health and emotional resilience, raise awareness of mental health and signpost people to local services

9.0 Legal Implications

- 9.1 The estimated value of the contracts to be awarded under the proposed framework exceeds the Public Contracts Regulations 2006 threshold. Each of the contracts is for Part B Services for the purposes of the EU Regulations and as such the contracts are subject to partial application of the EU Regulations, including:
- non-discrimination in the technical specification
 - notification of the contract award to the EU Publications Office

- Provision of information about the contract to the Department for communities and Local Government if requested

The contract is not therefore subject to the full tendering requirements of the EU Regulations although subject to overriding EU principles of equality of treatment, fairness and transparency in the award process.

- 9.2 The estimated value of the contracts over their lifetime (including any extension) is in excess of £500,000 and the award of the contracts is consequently subject to the Council's Contracts Standing Orders in respect of High Value contracts and Financial Regulations. As a result Executive approval is required for the award of the contracts.
- 9.3 Sections 26-31 of the Health Act 1999 require local authorities and NHS bodies to work together to improve health and social care and provides for flexible funding and working arrangements to be established by agreement to facilitate this partnership working. Under these provisions it is possible for a pooled budget fund to be established, to be held by one of the partners, to pay for services for a particular client group(s) or used for the discharge of particular functions. Currently the services falling under this Contract are commissioned via Spot purchase arrangements. The budget for these services is currently held in the Adult Social Care Services' purchasing budget for accommodation and mental health social care support for individuals whose provision is managed under the s117 Mental Health Act guidelines. There will not be any changes to the budget line. It is proposed that the budget for these services will remain the same.

10.0 Diversity Implications

- 10.1 The proposals in this report have been subject to screening and officers believe that there are no diversity implications. However, it should be noted that diversity and equality perspectives were incorporated into the tender specifications, assessment and evaluation process, with the evaluation panel having regard to diversity and equalities when reviewing written tenders and asking questions during site visits and contractors' presentations.
- 10.2 The new contracts will require the contractors to deliver services which are:
- culturally sensitive by providing cultural awareness training for all care workers, matching specific language requirements where possible and recruiting a local workforce which reflects the communities of Brent;
 - able to support and care for individuals who use mental health service through all staff receiving training in mental health awareness, drug and alcohol awareness and specialist training in specific areas such as management of challenging and difficult behaviours and substance misuse
 - able to offer service users a male or female support worker if specifically requested.

Contractors will be monitored to ensure that they are complying with their requirements through performance management, checking of records, reviews, monitoring meetings, etc.

11.0 Staffing Implications

These services are new. Although service users will be moved from other placements, mainly out of borough, there is no service user that has a dedicated member of staff working mainly for that service user who could TUPE transfer to a new provider.

Background Papers

Mental Health Accommodation Strategy 2008
Joint Commissioning Strategy for Mental Health – 2008-13
New Horizons – Towards a Shared Vision for Mental Health - 2009
Brent Five Year Supporting People Strategy 2005/10
Dual Diagnosis Strategy 2005 – 2009
Invitation to Tender for the Framework

Contact Officers

Sarah Nyandoro (Head of Strategy and Joint Commissioning Mental Health)
Mahatma Gandhi House, 34 Wembley Hill Road, Wembley, Middlesex HA9 8AD, 020 8937 4037, sarah.nyandoro@brent.gov.uk

Linda Martin (Head of Commissioning and Procurement) Mahatma Gandhi House, 34 Wembley Hill Road, Wembley, Middlesex HA9 8AD, 020 8937 4061, linda.martin@brent.gov.uk

Zakia Durrani – (Supporting People Service Development Officer) Mahatma Gandhi House, 34 Wembley Hill Road, Wembley, Middlesex HA9 8AD, 020 8937 2393, zakia.durrani@brent.gov.uk

Javina Sehgal (Deputy Director of Partnership Commissioning) Mahatma Gandhi House, 34 Wembley Hill Road, Wembley, Middlesex HA9 8AD, 020 8795 6206, javina.sehgal@brent.gov.uk

Martin Cheeseman
Director of Housing and Community Care

Appendix 1

The Tender Evaluation Grid for this contract showing the final scores awarded by the panel to each contractor submitting a tender.

Evaluation Criteria		Weighting	Method Statement question	Weighting (sub-questions)	Max Score	Look Ahead			Equinox			HIDDEN
						Score	Over WL	Weighted Score	Score	Over WL	Weighted Score	
1	Cost and affordability	50%	n/a	-	-	-	-	50.00%	-	-	44.97%	Yes
2	Quality	50%		-	-	-	-	-	-	-	-	
a	Method of service delivery in Brent	4%	Please detail the infrastructure you will put in place to effectively deliver supporting people funded accommodation based support services in Brent.	-	4	3		3.00%	2		2.00%	
b	Service User involvement and choice	8%	Please detail how you involve service users and ensure they are able to exercise choice within your services, your organisation and the wider community, including examples of how service users are able to influence decisions about the services they receive.	-	4	3		6.00%	3		6.00%	
c	Methods for ensuring Quality performance and good	8%	i) What systems do you have in place for measuring and continuously improving the quality and outcomes of your services?	2.67%	4	3		2.00%	3		2.00%	

			development in relation to mental health issues and dual diagnosis.								
e	Added Value	2%	Please detail what added value you would bring to the delivery of services for people with mental health issues as part of a contract awarded under this framework.	-	4	3		1.50%	3		1.50%
f	Partnership working	8%	i) Please detail, with specific examples, how you will work in partnership with other statutory services and voluntary organisations to deliver effective support to people returning to the borough who have mental health issues for each of the frameworks?	3%	4	3		2.00%	3		2.00%
			ii) Please describe, with specific examples, how you will work in partnership to effectively safeguard and protect the safety of individuals in your service and the wider community.	3%	4	3		2.00%	3		2.00%

		<p>iii) Do you wish to provide housing management services in addition to housing related support in accommodation based services? YES/NO</p> <p>iv) If NO: - Please describe the arrangements you will put in place for working with owners/Housing management providers to deliver a seamless service to tenants.</p> <p>v) If YES: - Please describe your understanding of the Tenant Services Authority (ex-Housing Corporation) requirements and how you will demonstrate these in the delivery of a contract called off through this framework.</p>	3%	4	3		2.00%	3		2.00%
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g	Ability to provide suitable accommodation in Brent from which the support can be delivered to people returning to the borough from out of borough placements	10%	i) Please detail how you intend to provide suitable accommodation units for up to 50 individuals returning to the borough from out of borough placements over the next 3 to 5 years. Please refer to the service specification and ensure your response covers: acquiring a pipeline of units and bringing the units into management.	5%	4	3		0.00%	4		0.00%
			ii) What systems will you put in place to record property and tenant information	5%	4	3		0.00%	3		0.00%
TOTALS		100%	-	-	56	-	-	80.00%	-	-	73.97%
Overall Results & Rankings			Tenderer		Total Score		Rank				
			Look Ahead		80.00%		1				
			Equinox		73.97%		2				

Appendix 2

The prices submitted by contractors for the contract

	Look Ahead Price Per Service User Per Week	Equinox Care Price Per Service User Per Week
Weekly Rate Medium Support	£498.82	£428.32
Weekly Rate High Support	£544.82	£489.50

Appendix 3 – Finance Worksheets

Appendix 4 – Risk Log

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Proposal for 30 Clients YR 1

Unit Cost	Current Placement Cost	Financial Costings and Savings 2011/12													FYE 2012/13
		April	May	June	July	August	Sept	Oct	Nov	dec	Jan	feb	March	Total	
	Estimated Monthly Annual Cost	110,415	110,415	110,415	110,415	110,415	110,415	110,415	110,415	110,415	110,415	110,415	110,415	1,324,980	1,324,980
	No of Clients	30	30	30	30	30	30	30	30	30	30	30	30		
	Proposed Moves in 2011/12	2	4	6	8	10	12	15	18	21	24	27	30		
	Remaining Clients	28	26	24	22	20	18	15	12	9	6	3	-		
850.00	Placement Cost of Clients Remaining	103,054	95,693	88,332	80,971	73,610	66,249	55,208	44,166	33,125	22,083	11,042	-	673,532	-
Cost of New Placements															
498.32	Look Ahead	2,158	4,315	6,473	8,631	13,280	12,946	17,262	19,420	21,577	25,893	30,208	32,366	194,529	389,736
428.32	Equinox Care	1,855	3,709	4,279	7,419	11,415	11,128	12,982	16,692	20,401	22,256	24,110	27,819	164,064	334,989
	Cost of New Placements	4,012	8,025	10,752	16,049	24,695	24,074	30,244	36,111	41,978	48,148	54,318	60,185	358,593	724,725
	Total Cost	107,066	103,718	99,084	97,020	98,305	90,323	85,452	80,277	75,103	70,231	65,360	60,185	1,032,124	724,725
	Projected Savings on Repatriation	3,349	6,697	11,331	13,395	12,110	20,092	24,963	30,138	35,312	40,184	45,055	50,230	292,856	600,255

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Proposal for 30 Clients YR 1

Unit Cost	Current Placement Cost	Financial Costings and Savings 2011/12													FYE 2011/12	FYE 2012/13
		April	May	June	July	August	Sept	Oct	Nov	dec	Jan	feb	March	Total		
	Estimated Monthly Annual Cost	110,415	110,415	110,415	110,415	110,415	110,415	110,415	110,415	110,415	110,415	110,415	110,415	110,415	1,324,980	1,324,980
	No of Clients	30	30	30	30	30	30	30	30	30	30	30	30	30		
	Proposed Moves in 2011/12	-	-	-	-	-	-	-	-	-	-	-	-	-		
	Remaining Clients	30	30	30	30	30	30	30	30	30	30	30	30	30		
850.00	Placement Cost of Clients Remaining	110,415	110,415	110,415	110,415	110,415	110,415	110,415	110,415	110,415	110,415	110,415	110,415	110,415	1,324,980	-
Cost of New Placements																
	No.of Clients moved	2	4	6	8	10	12	15	18	21	24	27	30			
498.32	Look Ahead	2,158	4,315	6,473	8,631	13,280	12,946	17,262	19,420	21,577	25,893	30,208	32,366	194,529		389,736
428.32	Equinox Care	1,855	3,709	4,279	7,419	11,415	11,128	12,982	16,692	20,401	22,256	24,110	27,819	164,064		334,989
	Cost of New Placements	4,012	8,025	10,752	16,049	24,695	24,074	30,244	36,111	41,978	48,148	54,318	60,185	358,593		724,725
	Total Cost(Cost of Current less New Placements)	106,403	102,390	99,663	94,366	85,720	86,341	80,171	74,304	68,437	62,267	56,097	50,230	966,387		724,725
	Projected Savings on Repatriation	4,012	8,025	10,752	16,049	24,695	24,074	30,244	36,111	41,978	48,148	54,318	60,185	358,593		600,255

Proposal for 20 Clients YR 2

Unit Cost	Current Placement Cost	Financial Costings and Savings 2012/13												Total	38.97	FYE 2012/13 (30 people)
		April	May	June	July	August	Sept	Oct	Nov	dec	Jan	feb	March			
850	Estimated Monthly Annual Cost	73,610	73,610	73,610	73,610	73,610	73,610	73,610	73,610	73,610			-		662,490	1,324,980
	No of Clients	20	20	20	20	20	20	20	20	20	20	-	-	-		
	Proposed Moves in 2012/13	2	4	6	8	10	12	14	16	18	20	-	-	-		
	Proposed New Arrangement															
	Remaining Clients	18	16	14	12	10	8	6	4	2	-	-	-	-		
850.00	Placement Cost of Clients Remaining	66,249	58,888	51,527	44,166	36,805	29,444	22,083	14,722	7,361	-	-	-	-	331,245	-
498.32	Look Ahead	2,158	4,315	4,978	8,631	13,280	12,946	15,104	17,262	19,420	21,577	-	-	-	119,672	389,736
428.32	Equinox Care	1,855	3,709	4,279	7,419	11,415	11,128	12,982	14,837	16,692	18,546	-	-	-	102,861	334,989
															-	
	Cost of New Placements	4,012	8,025	9,257	16,049	24,695	24,074	28,086	32,099	36,111	40,124	-	-	-	222,533	724,725
	Total Cost(Cost of clients moved plus Cost of clients still remaining)	70,261	66,913	60,784	60,215	61,500	53,518	50,169	46,821	43,472	40,124	-	-	-	553,777	724,725
	Projected Savings on Repatriation	3,349	6,697	12,826	13,395	12,110	20,092	23,441	26,789	30,138	-	40,124	-	-	108,712	600,255

Risk Assessment: Framework 4

RISKS

Qualitative Measures of Likelihood		
LEVEL	DESCRIPTOR	DESCRIPTION
1	Rare	Can't believe the risk will ever happen
2	Unlikely	Do not expect the risk to happen but it is possible
3	Possible	The event may occur occasionally
4	Likely	The event will probably occur but is not a persistent issue
5	Almost Certain	The event will undoubtedly occur, possibly frequently

Consequence


Negligible	Minor	Moderate	Major	Catastrophic
1	2	3	4	5

Risk (to success of project)	Likelihood	Consequence	Scoring (Likelihood X Consequence)	Risk Mitigation/Current Controls
Inability to accept the identified individuals for repatriation.	3	4	12	Joint partnership working between Brent Placement team and Provider to provide assurances about support plans.
Delays in transfers of service users into the new units	3	4	12	All current out of borough activity being reviewed and possible service users ready for step down being identified
Lack of co-operation and support for the proposed development from local providers	2	4	6	<p>The Accommodation Strategy involved local stakeholders as part of this process however more engagement needed to ensure on-going dialogue with local providers, creating formal processes for customer journeys and pathways and future consultations to facilitate effective transition from Out of borough placements to the new provisions.</p> <p>Pathways and the infrastructures necessary to support people's health and well-being locally being reviewed and reconfigured as part of the mental health services review.</p> <p>Local provision needs to</p>

				be reviewed to ensure this is in line with identified need and can be used to maximum effectiveness.
Inability of the Providers to provide timely proposed volume of supported accommodation	3	4	12	Work with local Partners to develop a range of local provision.
Standards of Quality, location and suitability of provision unacceptable	3	4	12	Robust property specifications designed
Risks (to LBB, if the project is not delivered successfully)	Likelihood	Consequence	Scoring (Likelihood X Consequence)	Current Controls
Placement Costs continue to increase and exceed budget estimate	3	3	9	<p>Recognition of the need to be plans to bring housing, health and social care together around housing, health and social care, prevention, personalisation, co-ordination and integration.</p> <p>Recognition that good housing contributes to health and wellbeing, and may also achieve savings in health and social care costs. For example:</p> <ul style="list-style-type: none"> • Preventing avoidable placements to out of area units following a stay in hospital because of lack of appropriate and suitable supported housing locally.
No efficiencies generated in placement budget because of inability to meet the target numbers.	4	4	16	Plan range of provision that matches demand and respective needs to provision locally. Encourage range and diversity of provision.
Continued reactive and less predictive approach to housing and social care.	3	3	.9	Develop stronger, local community based provision that can have a significant and positive effect on a person's

				health and well-being.
Demand for social housing remains high for those with mental health needs who have often lost their economic independence.	3	3	9	Investment that encourages growth and innovation
Risks to LBB of undertaking the project)	Likelihood	Consequence	Scoring (Likelihood X Consequence)	Current Controls
The Providers inability to balance service user risk taking, rights, autonomy and empowerment with issues of protection. Relapse of service users	3	3	9	Regular contact reviews assessments to help identify potential risks
No reductions to over reliance on Out of Area placements	3	3	9	Mixed economy of care with targeted care and support more effectively to ensure that needs are being met, and future health and social care needs are being recognised and planned for.
Revised and capped Benefit Threshold from April 2011 - £290/week for 2 bedroom flat and £250/week for 1 bedroom flat	5	3	15	New tariff factored into the financial modelling. Provider will have to absorb risks associated with the revised cap.
Disjointed social care provision and inability to prevent admissions to hospital or other specialist units	3	3	9	Integrated care providing preventative social care packages with self care encouraged and facilitated

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	<p style="text-align: center;">Executive 17 January 2011</p> <p style="text-align: center;">Report from the Director of Housing and Community Care</p>
<p style="text-align: right;">Wards Affected: ALL</p>	
<p>Decommissioning of the Mental Health Community Networks Day Care Service</p>	

1.0 Summary

- 1.1 To reflect the shift towards independence and personalisation within Adult Social Care a review of all services is being undertaken to ensure services are appropriate and sustainable.
- 1.2 Given the changing environment and the need for efficiency savings by the Council across Mental Health and the wider organisation a plan to decommission the Community Networks Day Care Service has been proposed. Community Networks provides Day Care to approximately 175 mental health clients in the Brent Borough.
- 1.3 Consultation with staff, service users and carers will need to begin in January in order to achieve the required savings in 2011/12.

2.0 Recommendations

- 2.1 It is proposed that Community Networks Day Care Service be decommissioned and that two in house Support Worker posts are created. These posts will work in Community Services and will develop knowledge of the private and voluntary sector resources available within Brent to which service users requiring day activities can be signposted.
- 2.2 That the Executive agree to a 12 week consultation period with a further report to the Executive in March 2011.

3.0 Detail

- 3.1 Recent social care policy has focused on the need to develop more personalised services for adults, which will provide greater choice for individuals, help to promote their independence and enable them to improve their quality of life.

- 3.2 This philosophy is central to the values and principles advocated in *Putting People First: a shared vision for the transformation of adult social care* (2007) and other recent policy such as *Our Health, Our Care or Say* (2006); *Living Well with Dementia: A National Dementia Strategy* (2008) and *Valuing People Now: a new three year strategy for people with learning disabilities* (2009).
- 3.3 This will change the nature of how services for vulnerable people are provided in Brent. Many services are currently delivered as a 'one size fits all', buildings based model. These will need to change to ensure that a more flexible range of services are available, often delivered in the community by a range of organisations and professionals.
- 3.4 Whilst national policy has been a significant driver in shaping this change, local issues have been equally important in developing this new approach to the delivery of social care services. The One Council Improvement Strategy and the need for Brent to make significant efficiency savings over the next three financial years have meant that Adult Social Care must develop excellent, innovative services to local people that deliver improved outcomes, whilst ensuring that this is done in an efficient, cost effective way.
- 3.5 Over the last 18 months, the Adult Social Care Transformation Programme has made a significant amount of progress in the development of social care services provided and commissioned by the Council. This has been achieved through a mixture of specially commissioned projects and through operational service redesign.
- 3.6 Background
- Community Networks is managed by Brent Mental Health Service, a Section 75 Partnership between Central and North West London NHS Foundation Trust and Brent Council. It is the main provider of direct day care to service users using secondary mental health services in Brent. It supports service users to access employment, social, sport, faith and leisure opportunities in the local community. Social inclusion and personalisation are key drivers that underpin the service model.
- 3.7 Service Impact
- There will be no direct mental health day care provision but a signposting function will be delivered within Community Services to ensure access is available to private and voluntary services in the borough. As such much of the employment support, benefits and welfare advice currently provided to service users will no longer be available within the service but service users will be supported to access community facilities. In –house service provision focusing on Social Inclusion and Self-Directed support will also be reduced. This major refocus in direct day care provision will also mean that Community Services will prioritise their resources to generic day to day support.
- 3.8 Possible risk implications
- Reduced care package support may lead to bed blockages and delayed discharges

- Limited capacity to move people on from secondary care services to non statutory local support
- Longer lengths of stay in supported housing due to lack of capacity to move service users on to independent living
- Fewer staff to steer service users through the SDS process, which will impact on Council performance targets
- Current support into employment will be reduced and will therefore impact on the Council's performance target.
- Possible local opposition to closure of long-established direct day care provision
- Increased pressure on Mental Health Care Coordinators caseloads

3.9 Benefits

- Improved access to community facilities
- Increase in independence
- Integration of people with mental health problem in the wider community
- Meeting the personalization agenda
- Targeting resources at those with the highest level of need
- Increased efficiencies

4.0 Financial Implications

- 4.1 The community networks budget for 2010-11 is £1,166k. This is also the draft budget sum for 2011-12 before any changes are made.
- 4.2 The proposals set out in this report to decommission Community Networks Day care Services will generate net full year savings of £880k. The cost of two new signposting posts estimated at £80k have been funded within this saving sum, and an allowance of £206k has been included for staff redundancy costs (which needs to be collated and confirmed).

5.0 Legal Implications

Whilst a number of the service users attending day care are subject to Section 117 Aftercare under the Mental Health Act, those allocated a CPA Care Coordinator will continue to remain with Brent Mental Health Service. Those service users receiving day care only and who are discharged back to their GP will be reassessed and, if applicable, discharged from aftercare support under S117 by the local authority and CNWL NHS Trust.

6.0 Diversity Implications

At this stage a full EIA has not been undertaken, however it is envisaged that the loss of direct in house day care provision for mental health service users may potentially disadvantage some groups who benefit from the protections under the Disability Discrimination Act and Equality Act 2010.

Consideration will also need to be given to any potential adverse effect the closure may have on service users' carers as they also now benefit from protections by virtue of their association with those from a protected characteristic under the Equality Act 2010.

7.0 Staffing Implications

The 2011/12 establishment is 23.1 WTE posts, with 19 staff in post including the NHS Manager employed by CNWL Trust, which is currently social care funded. All posts are to be deleted and will likely result in redundancy for the social care staff. However the two new Signposting posts will be made available to the current staff. The 12 week consultation with staff, service users and carers will include the closure of the Kingsbury Manor site.

8.0 Accommodation Implications

Kingsbury Manor was bequeathed to Brent Social Services some years ago and accommodates the asian day service within Community Networks. It will therefore no longer be required as a team base and its closure and subsequent use will form part of the consultation with service users and carers.

Background Papers

Service cost reduction proposal paper

Contact Officers

Alison Elliott, Assistant Director of Housing Community Care, 6th Floor, Mahatma Gandhi House, 34 Wembley Hill Road, Wembley, HA9 8AD. Tel: 020 8937 4230
email: alison.elliott@brent.gov.uk

David Dunkley, Service Director, Brent Mental Health Service, 15 Brondesbury Road, Kilburn, NW6 6BX. Tel: 020 8937 4297 email: d.dunkley@nhs.net

Martin Cheeseman
Director Housing and Community Care

	<p style="text-align: center;">Executive 17 January 2011</p> <p style="text-align: center;">Report from the Directors of Environment and Neighbourhood Services and Customer and Community Engagement</p>
<p style="text-align: right;">Wards Affected: ALL</p>	
<p>Arts and Festivals Strategy</p>	

1.0 Summary

- 1.1 This report outlines the proposals of the draft Arts and Festivals Strategy for Brent Council. The strategy examines the current Brent offer and proposes changes that deliver savings and a more effective and efficient service.
- 1.2 When work started on producing this strategy both the arts and festivals teams were based in the Libraries, Arts and Heritage service within Environment and Culture. Since then, and whilst the strategy was being developed, there have been some significant changes, including:
- The outcome of the Comprehensive Spending Review and the need for Brent to find further savings in addition to the £90 million already planned for.
 - A significant reduction in Arts Council budgets and a new approach to ACE funding of arts organisations
 - As a result of the Staffing and Structure review the festivals team (2 FTE posts) have transferred to the new Customer and Community Engagement department. The arts team (2 FTE posts) have remained within the new Environment and Neighbourhood Services.
- 1.3 This report recommends a public consultation on the strategy for Arts and Festivals in Brent.

2.0 Recommendations

- 2.1 That Members note the proposals of the Draft Arts and Festivals Strategy at 5.3.
- 2.2 That Members approve public consultation on the proposals as set out in Option1

- 2.3** That Members agree the submission of a further report to the Executive in June 2011, setting out the consultation results and final recommendations on the future arts and festivals in Brent.

3.0 Detail

3.1 Arts

Brent's Arts team (currently 2 FTE) sits within the Libraries, Arts and Heritage service and currently provides: Advice, guidance and support for local artists and arts groups:

- Capacity building projects for artists, arts groups and creative industries
- Cultural input into regeneration projects
- Arts outreach work linking with Brent festivals
- Management of the grant to the Tricycle Theatre
- Collaborative work with West London boroughs through the Western Wedge
- Collaborative projects with other council departments and community groups such as the Anti Graffiti project
- Advice and expertise on public art

3.2 Tricycle Theatre Grant

- 3.2.1** The Tricycle Theatre produces a programme of culturally diverse theatre, cinema and visual arts in north-west London. The theatre is also an important producer of national and international work, and operates a Creative Space for educational workshops and social inclusion programmes for children and young people aged from 18 months to 26 years. Brent Council's grant of £218,000 is managed by a Service Level Agreement and funds.

- 3.2.2** The theatre also receives grants from the Arts Council (£725,000). Following the government's reduction in funding for the Arts Council, they have introduced a new funding application process. There is therefore no guarantee that this level of funding will continue.

- 3.2.3** The £56,587 grant that the theatre receives from the London Councils Grants Programme has now been withdrawn as part of their grants review programme.

3.3 Festivals

Brent's Festivals function has recently transferred to the new Communications and Community Engagement department. The team of two deliver the following:

- Organisation of Brent's main Festivals Programme: Eid, Diwali, Respect, St Patrick's, Christmas, Chanukah, Holocaust Memorial Day, St George's Day
- Management of grant for Navratri

There are a number of other festivals/events managed within Brent Council which have been 'wrapped up' within the Festivals Review: Countryside Day, Bonfire Night, International Women's Day, LGBT week and 'festive lights' (the dressing of trees in town centres and other locations).

3.4 Drivers for Change

There is a clear commitment to the development of an improved arts and culture offer in Brent and a strategic context for change outlined in the new Corporate Strategy, Brent Cultural Strategy and in the One Council agenda. Brent is a key partner within the Brent Culture, Sports and Learning Forum, the sub-group of the LSP, who produced the Cultural Strategy.

A clear strategy for arts and festivals provision in Brent is long overdue. There is an increasingly urgent need for clarity and direction for a number of reasons:

- 3.4.1** Impending public sector spending cuts and need to make savings.
- 3.4.2** Lack of clarity regarding what Brent Council's Arts service provides.
- 3.4.3** Imbalance of resource invested into festivals as the programme has developed in an 'ad hoc' way over time.
- 3.4.4** Need for clear outcomes from grant funded organisations.
- 3.4.5** Imbalance of spend and cultural emphasis in festival's programme.
- 3.4.6** Fragmented approach to events delivery across the council.
- 3.4.7** Need for reorganisation of arts and festivals team to reflect agreed strategic priorities and to support Brent's 'cultural offer'.
- 3.4.8** The opening of the new Civic Centre in 2013 with the potential to provide significant cultural opportunities.
- 3.4.9** The plans to redevelop Willesden Green Library Centre and create a cultural hub/council service centre.

3.5 The Strategy

The Arts and Festivals Strategy aligns with the principles of Brent's Cultural Strategy 2010-2015.

There are separate sections for Arts and Festivals to clarify the roles of the two distinct but related functions. There is a clear need to define and separate arts/cultural development versus festivals and events delivery in Brent.

The strategy addresses the following issues:

- 3.5.1** There are concerns about the appropriateness of some of some of the historic spending commitments on festivals in the face of a changed demographic and the perceived unfairness of a lack of access to resources of the newer communities.
- 3.5.2** Brent is failing to properly exploit the potential for arts and, more broadly, cultural activity which will deliver real returns in social, learning and economic benefits.
- 3.5.3** The opportunities for creating excellent, inclusive cultural facilities in Brent's new Civic

Centre and at the refurbished Willesden Green Library Centre necessitates a clear focus for the arts team.

- 3.5.4** The relationship with the Brent Culture, Sports and Learning Forum is strong but further work is needed to embed this group and further develop work with key partners.
- 3.5.5** The Tricycle Theatre is a significant cultural asset for the borough. The relationship with the Tricycle Theatre needs to be developed so that the council's priorities are reflected in the grant funded activities and the level of grant is clearly linked to outcomes.
- 3.5.6** The London 2012 Games will provide a catalyst to celebrate Brent's rich cultural heritage and develop opportunities for arts organisations in 'dressing the borough' and participating in Cultural Olympiad activities.
- 3.5.7** The arts team should build relationships with other Arts Council funded groups in Brent.
- 3.5.8** There is potential for generating significant income through sponsorship/partnerships, particularly with festivals and events.

4.0 Consultation on the draft strategy

The consultation will run from January 31st 2011 to April 18th 2011. There will be an online survey and presentations to area consultative forums, as well as meetings with specific groups and stakeholders. The results of the consultation will then be incorporated into the final strategy, which will be presented to the Executive in June 2011.

5.0 Cost Reduction Proposals

5.1 Festivals

The Council's core budget for festivals delivered by the Festivals team in 2009/10 was £293,210. This figure excludes staffing. Additionally approximately £42,000 was spent by the Parks Dept on Countryside Day and Bonfire Night, £5,000 by the Diversity Team on LGBT month and International Women's Day and £80,000 on festive lights (which refers to seasonal tree dressing in town centres and key locations only) Below is a table that show the cost of each event (excluding staffing costs and arts outreach activity).

Festival	Cost (£)
Holocaust Memorial Day	5,000
Chanukah	4,000
St Patrick's Day	25,000
Eid	18,000
Diwali	97,000
Fireworks Night	12,000
Countryside Day	30,000
Respect	76,000

Christmas	5,000
St George's Day	2,000
LGBT month	2,000
International Women's Day	3,000
Navratri grant	67,000
Festive lights (tree dressing)	80,000
Total	426,000

The strategy includes a comparison of London Boroughs festivals and outdoor events programmes, which shows that Brent Councils funds a comparatively high number of events.

5.2 Arts

The Arts budget of £380,000 includes a £218,000 grant to the Tricycle Theatre. After staffing costs are extracted there is a development budget of £50,000.

There will be a need to restructure the arts team to reflect the delivery of new priorities.

5.3 Savings Proposals

5.3.1 Festivals

At present, the preferred option is to retain a core provision of festivals as in option 1. However, the costs shown in the table above enable further refinement of the offer if necessary and other options could be developed.

Option1

- All festivals are stopped apart from a Brent Festival (incorporating Respect and Countryside Day) Diwali, Holocaust Memorial Day and Bonfire Night
- The cost of Diwali is reduced by £25,000 to £72,000
- The Navatri grant is stopped

Saving: £231,000

Option 2

All festivals are ceased and the Festival team is disbanded (staff savings of £82,000)

Saving: £508,000 (less redundancy costs in first year)

5.3.2 Arts

Option1

- The Arts budget remains the same and a sponsorship plan is developed to increase capacity
- The team is restructured to enable delivery of priorities

Savings £0

Option 2:

As Option 1, plus

- The Tricycle grant is reduced by £20,000

Saving: £20,000

6.0 Financial Implications

6.1 Cost reduction options are offered for both the Festivals and Arts strategy:

- Option one of the Festivals Strategy reduces the provision currently being offered, although the core provision is retained as illustrated in paragraph 5.3.1. This would result in a saving of £231k, assuming that the changes take place at the start of the financial year. Implementation during the year would result in reduced savings for 2011/12.
- The second option of the Festivals Strategy is to cease all festival activities. Thus savings will be made on activities as well as staff. The estimated savings would be £508k but these do not take into account any redundancy costs that may arise as a result. The £508k is a full year effect and implementation after the start of the financial year will result in reduced savings for 2011/12.
- Option one of the Arts Strategy result in no financial savings and is focussed on increasing capacity and delivery of priorities.
- Option two of the Arts Strategy results in a £20k saving, which is a reduction in grant to the Tricycle Theatre.

7.0 Legal Implications

7.1 The Local Authority has a power to provide (or arrange for the provision of) entertainment, the development and improvement of the knowledge, understanding and practice of the arts, and otherwise attract visitors to the area for recreation etc under S144 and 145 of the Local Government Act 1972.

7.2 It is important that the Council consults the public and relevant arts and festival groups since their views need to be considered when deciding on the future shape of arts and festivals in the borough. Staff will also be consulted as any plans may ? or will ? affect them too. It may be necessary to carry out consultation with trade unions and others and advice can be provided on this. In conducting the consultation, it will be made clear what the possible implications will be for staff. Any implications will be reported to Members enabling them to make a fully informed final decision.

8.0 Diversity Implications

8.1 A full Equalities Impact Assessment will be carried out and will be included in the final report to Executive once consultation has taken place.

9.0 Staffing/Accommodation Implications

9.1 The strategy recommends a restructuring of the Arts Team, which will be carried out

in accordance with the Council's Managing Change policy. Staff and trade unions will be fully consulted.

Background papers

Draft Arts and Festivals Strategy

Contact Officers


Sue Mckenzie
Head of Libraries, Arts and Heritage

Cheryl Curling
Head of Communications

Sue Harper
Director of Environment and Neighbourhood Services

Toni McConville
Director of Customer and Community Engagement

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	<p style="text-align: center;">Executive 17 January 2011</p> <p style="text-align: center;">Joint Report from the Directors of Regeneration and Major Projects and Environment and Neighbourhood Services</p>
<p style="text-align: right;">Ward Affected: Sudbury</p>	
<p>Former Park Keepers Houses at 776 & 778 Harrow Road Wembley HA0 2HE Disposal in the Open Market</p>	

1.0 SUMMARY

- 1.1 This report seeks to vary the decision of the Executive on 14 September 2010 so that approval is given for the disposal, in the open market, of the former park-keepers houses at 776 and 778 Harrow Road, located within the Barham Park open space.
- 1.2 These buildings and the parkland surrounding are held by the Council as Trustee of the Barham Park Estate Trust. The September decision was to approve the disposal subject to Charity Commission approval. Subsequently, following discussion with the Charity Commission it is now considered by officers that the Council, as Trustee, can dispose of these assets without prior Charity Commission approval. This view is pursuant to consideration of the charity trust issues and decision of the Barham Park Trust Management Team comprising senior officers in Finance and Corporate Services, Environment and Neighbourhood and Regeneration and Major Projects departments.

2.0 RECOMMENDATIONS

- 2.1 Members to note the report of the Director of Finance and Corporate Resources and decision dated 14 September 2010 to dispose of the properties in the open market at auction i) subject to the appropriate Charity Commission approval and ii) statutory advertising of a disposal of land within public open space and in the event of significant objections in the opinion of the Head of Property and Asset Management the matter is to be reported back to the Executive
- 2.2 Members agree to vary the decision to dispose of the properties in the open market at auction subject to the appropriate Charity Commission approval **such** that Member approval is now given to the disposal of the properties **subject to**

the final advice of the District Valuer in accordance with the Charities Act 1993 without recourse to the Charity Commission for its prior consent pursuant to consideration of the charity trust issues and decision of the Barham Park Trust Management Team.

3.0 DETAIL

- 3.1 Members have considered and agreed the report of the Director of Environment and Culture at the meeting on 14 December 2009. This detailed how two properties located on the western edge of Barham Park were surplus to Parks Service operational requirements and how capital secured from the sale of the two properties could be used to improve infrastructure and facilities within the park. The Director of Finance and Corporate Resources also reported to Members on 14 September 2010 informing Members that the preferred purchaser Notting Hill Housing Trust could not proceed and approval was sought and obtained for a sale in the open market to achieve best value subject to Charity Commission consent
- 3.2 Barham Park is held on Trust in perpetuity by the Council for the purpose of providing public open space for active and passive recreational activities. The park and associated facilities passed to the Council in the 1930's. The issues relating to the trust status of the Council are explained in the Legal Implications below
- 3.3 In the 1970's the Council built a pair of three-bed semi detached houses on the western border of the park to be used as housing for staff working in the park. The properties are no longer used for this purpose and for a number of years were left vacant. One is currently in use as a temporary child care facility operated by Brent and the other is used as temporary housing. The effect is that the properties are no longer providing a direct benefit to the park. The park itself although well maintained and holding the green flag award would benefit from significant capital investment to realise its full potential
- 3.4 The Council's duty as trustee of the Barham Park Estate is to secure market value on sale of the properties. Officers commissioned an independent open market valuation of the properties last year by the District Valuer Services to comply with the charitable status of the properties and assuming disposal to the Council's preferred purchaser at the reported market value. In view of the changed circumstances and the time elapsed since, officers have a further refreshed opinion of current open market value which is in the sum of £610,000 for the two houses to be sold at auction as individual lots for residential use. This will satisfy the trust's need to ensure proper advertising. A reserve price for each will be established prior to auction.
- 3.5 Officers have received advice from the Charity Commission regarding the statutory disposal process and detail of this is provided in the Legal Implications of this report. The Barham Park Trust Management Team consider that the Council as trustee of the Barham Park Estate can rely on statutory powers under S6 of the Trusts of Land and Appointment of Trustees Act 1996 (TLAT) which allows the disposal of designated property without replacement where the

disposal is so small it has no effect on the purposes of the charity and there is no express prohibition in the trusts of the charity preventing disposal.

- 3.6 The land area of the two houses is 732 sq m and the overall land area of the park is 10.33 hectares/ 103,300 sq m. The houses comprise 0.0071% or thereabouts of the land area of the park which is considered to be a very small proportion. It is also a consideration that the houses which were built nearly forty years ago are located on the extreme north west boundary and do not interfere with the recreational enjoyment of users of the park.
- 3.7 Officers will arrange for the statutory local advertising of a disposal of public open space and in the event of significant objections in the opinion of the Assistant Director of Regeneration (formerly Head of Property and Asset Management), the matter will be reported back to the Executive in line with Member decision on 14 September 2010
- 3.8 The consent of the Charity Commission must be obtained to dispense with the proceeds of sale after all associated costs, which have to be for the improvement of the park. Officers will arrange for this procedural requirement

4.0 FINANCIAL IMPLICATIONS

- 4.1 Any capital receipt from a sale of the properties could only be used to fund improvements to Barham Park

5.0 LEGAL IMPLICATIONS

- 5.1 As the properties form part of land held under a charity, then, in its role as trustee, the Council has to be satisfied that the disposal is in the best interests of the charity. In considering this issue, the benefits of the disposal to the purchaser or to the Council's wider objectives in its corporate role, must be ignored. In this case, the Barham Park Trust Management Team has considered the issues and concluded that a disposal of the two residential units is in the best interests of the charity as explained above:
- 1) It will produce a receipt which can be used to improve the park
 - 2) It will not involve the loss of park land as the area is currently occupied by two houses.
 - 3) Demolition of the existing buildings and reinstatement of this area of land back to park land would not result in any significant increase in the overall quality of Barham Park.
- 5.2 As well as this general duty, there are specific requirements which have to be complied with under Section 36 of the Charities Act 1993, before any disposal can be undertaken. These are to obtain a written report from an independent qualified surveyor and to advertise the disposal (unless the independent surveyor advises that it is not necessary to market the property) and to be satisfied that the proposed terms are the best that can reasonably be obtained in the

circumstances. The Council has sought a Report from District Valuer Services of the Valuation Office Agency to satisfy these requirements

If these requirements cannot be complied with then Charity Commission consent for the disposal will be required.

The Assistant Director Regeneration and Major Projects (Property & Asset Management) is satisfied that a disposal at auction would produce the best price reasonably obtainable in the market.

Officers therefore consider that the Executive can be satisfied that the terms obtained on a disposal at auction would be the best than can reasonably be obtained in the circumstances of the disposal, subject to the final advice of the District Valuer in accordance with the Charities Act 1993

- 5.3 The land in question forms part of the charity's "permanent endowment". Under Section 75 of the Charities Act 1993, specific consent is required to dispose of any land forming part of a charity's "permanent endowment" and Charity Commission consent will also be required on this ground. Land held as part of a Charities permanent endowment is now known as "designated property".
- 5.4 In this instance the Charity Commission has stated that the Council as a Charitable Trust can dispose of the property under Section 6 of the Trusts of Land and Appointment of Trustees Act 1996 (without the need to obtain its prior consent under the 1993 Act) if the Trust considers the disposal falls within the scope of Section 6.
- 5.5 Section 6 allows the disposal of designated property without replacement where the disposal is so small it has no effect on the purposes of the charity and there is no express prohibition in the trusts of the charity preventing disposal.
- 5.6 The Barham Park Trust Management Team considered that the Council can exercise the statutory power under Section 6 given the size and history of the property and there was no express prohibition in the trusts against disposal
- 5.7 The Council will still need consent of the Charity Commission as to how it intends to use of the proceeds of sale.
- 5.8 As these properties are situated within Barham Park they form part of the estate and so, under charity rules, any capital gained from their disposal would have to be used to further benefit the recreational enjoyment of the park by the public. Members are therefore recommended, in their role as Trustees, to dispose of the two properties and use the capital receipt towards the match funding for a Lottery application.
- 5.9 There is also a separate issue to be considered by virtue of Section 123 of the Local Government Act 1972. This requires that any disposal of the freehold of any land owned by the Council must be at the best consideration reasonably obtainable, unless consent from the Secretary of State for the disposal is obtained. In assessing whether best consideration has been obtained, all

possible planning uses need to be considered. However in this case, the view of the Planning Service is that the only other possible use (apart from retention as park land) would be use for a small housing scheme. Accordingly the land has been valued on this basis either as a sale as existing or as a residential development. A residual valuation has suggested that a sale as a residential development site would produce a lower value than an outright sale as existing therefore the Assistant Director Regeneration and Major Projects (Property & Asset Management) is satisfied that this proposed disposal, at the figure independently provided by District Valuer Services, is sufficient to satisfy the requirement to obtain best consideration on any disposal. Officers therefore consider that the requirements of Section 123 are fulfilled in this case.

- 5.10 Since the land in question forms part of the Park, then notwithstanding the fact that the two houses that have been constructed on it, Officers view is that it should be treated as public open space. Accordingly, assuming that Members approve the proposed disposal in the open market, then the intention to dispose of the land will need to be advertised in a local newspaper for two weeks and any objections which are made will need to be considered. Accordingly, members are asked to instruct Officers to carry out this procedure, but to report back to the Executive if any objections are received which are significant in the opinion of the Assistant Director regeneration and Major Projects Head (Property & Asset Management).

6.0 DIVERSITY IMPLICATIONS

- 6.1 None specific

7.0 STAFFING/ACCOMMODATION IMPLICATIONS

- 7.1 None specific

8.0 BACKGROUND PAPERS

- 8.1 Report of the Director of Environment & Culture to the Executive Meeting on 14 December 2009 and Minutes
- 8.2 Report of the Director of Finance & Corporate Resources to the Executive Meeting on 14 September 2010 and Minutes

Contact Officers

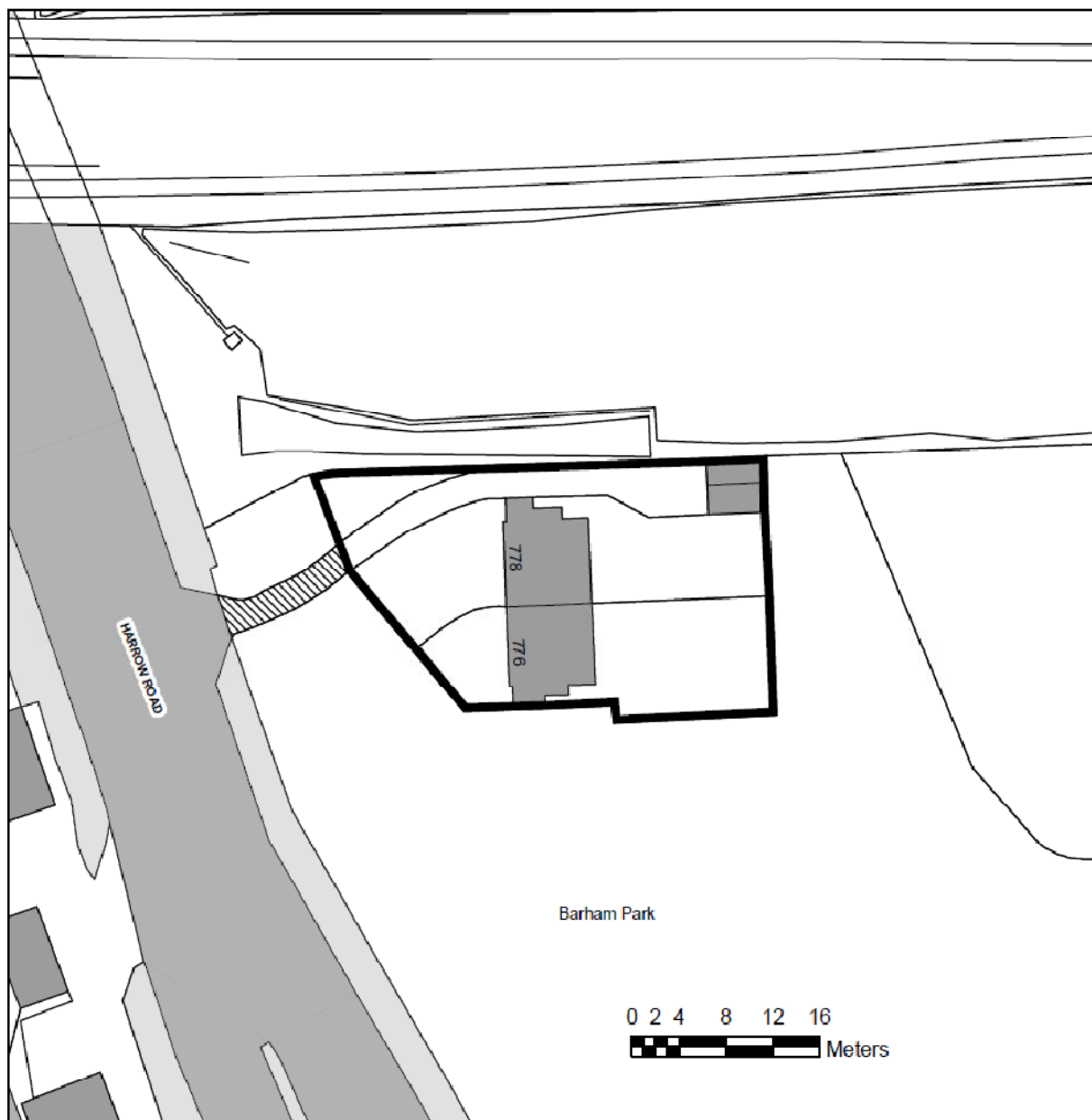
Louis Eden Principal Estates Surveyor Property & Asset Management
Tel 020 8937 1325 email louis.eden@brent.gov.uk

Andrew Donald
Director of Regeneration & Major Projects

Sue Harper
Director of Environment and
Neighbourhood Services

EXECUTIVE COMMITTEE

**Former Park Keepers Houses,
776/778 Harrow Road, London HA0 2HE.**



**Premises shown edged black.
Access hatched black.**

Plan for information purposes only.

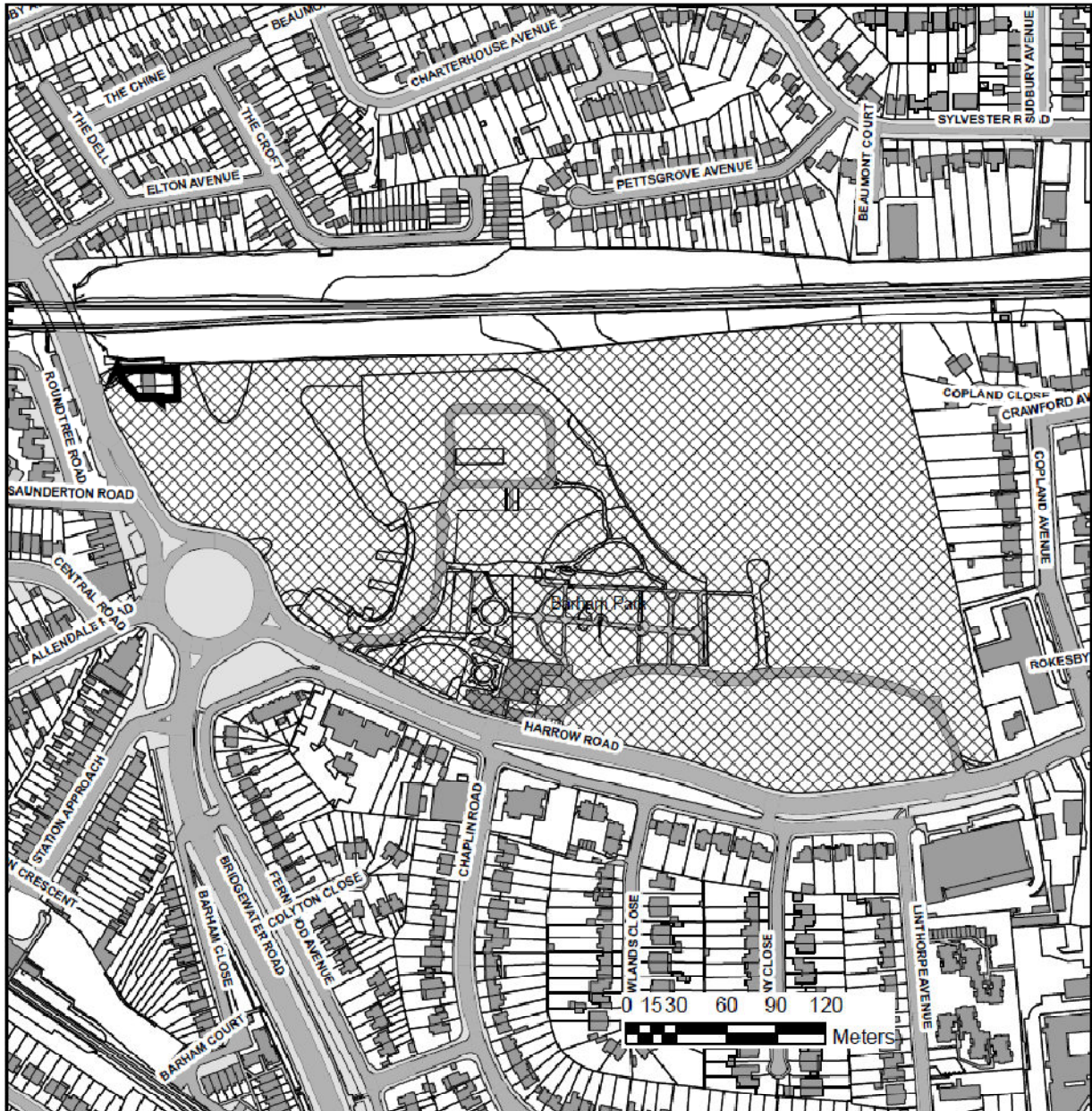
NORTH



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EXECUTIVE COMMITTEE

**Barham Park and houses at 776/778
Harrow Road, London HA0 2HE.**



**Park shown cross hatched.
Premises shown edged black.**

Plan for information purposes only.

NORTH



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