



## Executive

**Monday 9 December 2013 at 7.00 pm**

Boardroom - Civic Centre, Engineers Way, Wembley,  
HA9 0FJ

### Membership:

#### Lead Member Councillors:

#### Portfolio

Butt (Chair)	Leader/Lead Member for Corporate Strategy & Policy Co-ordination
R Moher (Vice-Chair)	Deputy Leader/Lead Member for Finance and Corporate Resources
A Choudry	Lead Member for Crime Prevention and Public Safety
Crane	Lead Member for Regeneration and Major Projects
Denselow	Lead Member for Customers and Citizens
Hirani	Lead Member for Adults and Health
Mashari	Lead Member for Environment and Neighbourhoods
McLennan	Lead Member for Housing
J Moher	Lead Member for Highways and Transportation
Pavey	Lead Member for Children and Families

**For further information contact:** Anne Reid, Principal Democratic Services Officer  
020 8937 1359, [anne.reid@brent.gov.uk](mailto: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
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<b>1</b>	<b>Declarations of personal and prejudicial interests</b>	
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Members are invited to declare at this stage of the meeting, any relevant financial or other interest in the items on this agenda.

<b>2</b>	<b>Minutes of the previous meeting</b>	1 - 16
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<b>3</b>	<b>Matters arising</b>	
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## Adult and Social Care reports

<b>4</b>	<b>Authority to invite tenders for the Procurement of Advocacy Services</b>	17 - 32
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In accordance with Contract Standing Orders 88 and 89 the purpose of this report is to seek Executive authority to invite tenders for a 2 + 1 year Advocacy contract valued at £395,700. These specialist advocacy services are to support the most vulnerable people in our community.

**Ward Affected:**  
All Wards

**Lead Member:** Councillor Hirani  
**Contact Officer:** Phil Porter, Acting Director,  
Adult Social Services  
Tel: 020 8937 5937 phil.porter@brent.gov.uk

<b>5</b>	<b>Adult Social Care Local Account 2012/13</b>	33 - 88
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The purpose of Brent's Local Account is to communicate priorities and to provide Members, residents, service users and their carers with a key accountability mechanism by which self-regulation and improvement activities can be systematically monitored and reported.

**Ward Affected:**  
All Wards

**Lead Member:** Councillor Hirani  
**Contact Officer:** Phil Porter, Acting Director,  
Adult Social Services  
Tel: 020 8937 5937 phil.porter@brent.gov.uk

## Children and Families reports

### 6 School Budget Proposals - 2014/15 89 - 98

Following the introduction of the changes to the local Schools Fair Funding formula in April 2013 this report sets out the proposals for the second year of the new formula for 2014/15.

**Ward Affected:**  
All Wards

**Lead Member:** Councillor Pavey  
**Contact Officer:** Sara Williams, Acting Director,  
Children and Families  
Tel: 020 8937 3510 sara.williams@brent.gov.uk

### 7 High Needs Students Eligibility Policy 99 - 116

This report seeks approval for a High Needs Eligibility Policy which provides clear criteria for deciding on educational provision for young people between 16 and 25.

**Ward Affected:**  
All Wards

**Lead Member:** Councillor Pavey  
**Contact Officer:** Sara Williams, Acting Director,  
Children and Families  
Tel: 020 8937 3510 sara.williams@brent.gov.uk

### 8 Amalgamation of the Pupil Referral Units 117 - 122

Following the recent restructure of the Council's alternative education, behaviour and attendance services in the Children and Families Department, the Executive is now asked to approve formally the amalgamation of the Council's Key Stage 3 (Stag Lane) and Key Stage 4 (Poplar Grove) Pupil Referral Units as part of the restructure.

**Ward Affected:**  
All Wards

**Lead Member:** Councillor Pavey  
**Contact Officer:** Sara Williams, Acting Director,  
Children and Families  
Tel: 020 8937 3510 sara.williams@brent.gov.uk

### 9 Review of Child & Adolescent Mental Health Service (CAMHS) Contract 123 - 136

Contractual arrangements have been in place with Central and North West London NHS Foundation Trust (CNWL) since 2007 to provide a Child and Adolescent Mental Health Service (CAMHS). This contract was intended to supplement the NHS core CAMHS service commissioned by Brent Clinical Commissioning Group (CCG) (formerly NHS Brent). The current contract is due to expire on 31<sup>st</sup> March 2014. For the reasons detailed in section 3 of this report, Officers are seeking Executive

approval to decommission the existing service in its entirety and to commission an alternative, reduced service from April 2014 onwards.

**Ward Affected:**  
All Wards

**Lead Member:** Councillor Pavey  
**Contact Officer:** Sara Williams, Acting Director,  
Children and Families  
Tel: 020 8937 3510 sara.williams@brent.gov.uk

### Environment and Neighbourhoods reports

#### 10 Brent and Barnet Registration and Nationality Service 137 - 146

This report sets out proposals for formalising the current arrangements for shared management of Registration and Nationality services between the London Boroughs of Brent and Barnet through a merger of the two services involving the TUPE transfer of Barnet's staff to Brent, and Brent then providing Barnet with its registration.

**Ward Affected:**  
All Wards

**Lead Member:** Councillor Mashari  
**Contact Officer:** Mark Rimmer, Registration and  
Nationality Service  
Tel: 020 8937 1011 mark.rimmer@brent.gov.uk

### Regeneration and Growth reports

#### 11 Brent House - Proposed disposal on a subject to planning basis 147 - 176

In December 2010 the Executive considered options for the future use of the Brent House site in Wembley High Road, and agreed in principle to the marketing of the site. This report proposes that the Council enter into a 'subject to planning' contract for the disposal of a long leasehold interest in Brent House, 349-357 High Road, Wembley, London HA9 6BZ, as shown in Appendix 1, to Stoford Ltd, keeping in reserve the bid from Henley Homes Ltd.

*(appendix 3 referred to below)*

**Ward Affected:**  
Wembley  
Central

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

### Central Reports

#### 12 Annual Audit Letter 2012/13 177 - 186

This report presents the Annual Audit Letter for 2012/13, which was produced by the Council's external auditors KPMG.

**Ward Affected:**  
All Wards

**Lead Member:** Councillor R Moher  
**Contact Officer:** Conrad Hall, Chief Finance Officer  
Tel: 020 8937 6529 conrad.hall@brent.gov.uk

### **13 Collection Fund Report**

187 - 190

As part of the Council Tax setting process for 2014/2015 the Council is required to estimate the amount of any surplus or deficit on the Collection Fund as at 31 March 2014. This must be done by 15 January 2014 and this report asks Members to approve the estimated balance.

**Ward Affected:**  
All Wards

**Lead Member:** Councillor R Moher  
**Contact Officer:** Conrad Hall, Chief Finance Officer  
Tel: 020 8937 6529 conrad.hall@brent.gov.uk

### **14 Performance and Finance 2013/14 Quarter 2**

191 - 228

The purpose of this report is to provide Members with a corporate overview of Finance and Performance information, to support informed decision-making, and to manage performance effectively.

**Ward Affected:**  
All Wards

**Lead Member:** Councillor Butt  
**Contact Officer:** Cathy Tyson, Operational Director Corporate Policy  
Tel: 020 8937 1045 cathy.tyson@brent.gov.uk

### **15 Reference of item considered by Call in Overview and Scrutiny Committee - None**

### **16 Exclusion of Press and Public**

The following item is not for publication as it relates to the following category of exempt information as specified in the Local Government Act 1972 namely: information relating to the financial or business affairs of any particular person (including the Authority) holding the information.

- Appendix 3, Brent House - Proposed disposal on a subject to planning basis

### **17 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.

**Date of the next meeting:            Wednesday 15 January 2014**



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 on a first come, first served basis.



## LONDON BOROUGH OF BRENT

### MINUTES OF THE EXECUTIVE Monday 11 November 2013 at 7.00 pm

PRESENT: Councillor Butt (Chair), Councillor R Moher (Vice-Chair) and Councillors A Choudry, Crane, Denselow, Hirani, Mashari, McLennan and Pavey

Also present: Councillors Chohan, Aden, S Choudhary and Hashmi

Apologies for absence were received from: Councillors J Moher

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

None.

2. **Minutes of the previous meeting**

RESOLVED:

that the minutes of the previous meeting held on 14 October 2013 be approved as an accurate record of the meeting.

3. **Matters arising**

None.

4. **Order of business**

The Executive agreed to change the order of business to take earlier in the meeting those items for which members of the public were present.

5. **Deputation - HRA Asset Management Strategy**

With the consent of the Executive, Pete Firmin (representing Brent Fightback) addressed the meeting expressing concern over the HRA Asset Management strategy. He felt there was a general lack of clarity over the policy both with the public and members, the lack of support by tenants which was not accurately reflected in the outcome of the consultation and the extent to which new builds would be affordable at a time when many were experiencing higher costs of living. He drew comparisons proposals in LB Islington. Mr Firmin felt that the council's announcement of no increases in Council Tax levels was misleading if tenants were having to pay increased rents and to finance new builds. Mr Firmin and stressed the need for social and not market rents levels.

6. **Housing Revenue Account - Asset Management Strategy**

The report from the Strategic Director of Regeneration and Growth set out a long-term approach to the maintenance and development of the council's housing assets in order to best meet its housing objectives. A draft of the strategy was agreed in July for consultation to proceed on the approach proposed. Brent tenants and leaseholders and the wider public were consulted on the draft strategy over an eight week period from early August to early October and it was felt that there was a high-level of endorsement for the approach proposed in the draft strategy and responses received were taken into account in finalising the strategy.

The Chair (Councillor Butt, Leader of the Council) responded to representations heard earlier in the meeting and drew attention to the council's difficult financial position and housing regeneration activity taking place around the borough to improve people's lives for example in South Kilburn, Alperton and Barham Park. Councillor McLennan (Lead Member, Housing) in introducing the report, advised that a decision had yet to be taken on the proportion of new builds that would be affordable but this would be in the region of 60-80%, at social not market rent levels. She welcomed the intention to build affordable new homes and the long term approach to meet objectives. Regarding the consultation, Councillor McLennan reported that this had been widespread and there was a high level of endorsement. A rent policy was under development and income would be used to improve existing and new council housing.

Andrew Donald (Strategic Director, Regeneration and Growth) clarified the position on rents which would not be set until February 2014. Social rent levels would be maintained in accordance with the existing rent conversion policy, with a commitment to increase to no more than the Retail Price Index. Affordable housing was a pre-requisite of government grant. Andrew Donald stated that the comparisons with boroughs such as Islington were unfair as Brent did not own surplus land.

Councillor Pavey (Lead Member, Children and Families) stated that advance notice of the report coming to the Executive had been given both in the consultation and on the council's forward plan and regretted that concerns expressed earlier in the meeting had not been raised earlier for proper discussion. As a member of the HRA reference group he acknowledged that the strategy was not perfect and regretted the need to increase rents. However the private sector rents were inflating and the number of homeless increasing.

**RESOLVED:**

- (i) that approval be given to the HRA Asset Management Strategy which is appended to the report and authorise its implementation from 1 April 2014;
- (ii) that agreement be given to an indicative five-year capital budget of £86.3m for stock investment, with the final budget being reported annually to the Executive for approval;
- (iii) that approval be given to proceed with an initial programme for the development of between 75 and 100 new affordable homes within the HRA estate for let at Affordable Rents with local consultation and scheme

development to be managed by Brent Housing Partnership and with the final schemes to be subject to approval by the Executive;

- (iv) that capital receipts that are realised from the disposal of HRA stock be ring-fenced for the development and acquisition of affordable housing through the HRA subject to annual approval in the capital programme, and that replacement receipts that have arisen from Right-to-Buy sales since April 2012 and that arise in the future, are additionally ring-fenced for the development or acquisition of affordable housing through the HRA;
- (v) that further examination is made of approaches to maximise the provision of new affordable housing with the intention being to develop one thousand affordable homes, including replacement homes, from 2014-2022, with this including examination of the use of corporate land-holdings, prudential borrowing, the contribution of BHP and relevant partnership arrangements to achieve this, and to report further to the Executive in respect of specific projects in relation to this;
- (vi) that approval be given to the rent policy set out in the Asset Management Strategy for the period 2014-19 with actual rent increases being subject to annual approval by the Executive;
- (vii) that under the HRA prudential borrowing regime, additional HRA borrowing of up to £20.6m be approved, to be used by March 2016;
- (viii) that it be noted that the responses to the consultation regarding the draft HRA Asset Management Strategy which are set out in Appendix 2 to this report;
- (ix) that the content of the Equality Impact Assessment which is set out in Appendix 3 to the report be noted.

## **7. Supporting People Services - accident prevention**

The report from the Acting Director Adult Social Services sought approval to award a contract for the provision of Accident Prevention and Handyperson Service as required by Standing Order 88(c). The report summarised the results of the procurement process undertaken by Brent officers and following completion of the evaluation recommended a contractor for award of the proposed contract. The report also set out the financial implications and other benefits associated with the contract.

Councillor Hirani (Lead Member, Adults and Health) stated that the successful bidder was better in terms of both price and quality and he was pleased the council would be able to continue to offer more services to vulnerable and elderly people.

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).

RESOLVED:

- (i) that approval be given to the award of the contract for Supporting People - Accident Prevention and Handyperson Service to Elders Voice for an initial contract period of two years with the option to extend for a further period of one plus one years;
- (ii) that it be noted that the value of the contract for the provision of Accident Prevention and Handyperson Services is estimated to be circa £137,000 per annum for up to four year duration of the contract over the contract period stated at paragraph (i) above;
- (iii) that it be noted the successful bidder is also the incumbent and therefore no transition period for contract implementation is required.

## **8. Supporting People Services - emergency response**

Councillor Hirani (Lead Member, Adults and Health) introduced the report which sought approval to award a contract for the provision of Supporting People - Emergency Response as required by Standing Order 88(c). The report summarised the results of the procurement process undertaken by Brent officers and following completion of the evaluation, recommended a provider for award of the proposed contract the former having expired in March. Councillor Hirani referred to the financial implications and other benefits including activities associated with the contract. Councillor R Moher welcomed the award of the contract to Elders Voice, a local organisation.

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).

RESOLVED:

- (i) that approval be given to the award of the contract for Emergency Response to the Barnet Group for an initial contract period of two years with the option to extend for a further period of one plus one years;
- (ii) that it be noted that the value of the contract for the provision of Emergency Response Service is estimated to be circa £100,000 per annum for the contract period stated at paragraph (i) above.

## **9. Registered Children's Homes Block Contract**

Councillor Pavey (Lead Member, Children and Families) introduced the report which requested approval to participate in a collaborative procurement with local authorities within the West London Alliance for the procurement of a 12 bed block contract for therapeutic children's homes placements. The initiative was designed to reduce spending on externally commissioned placements and to be more proactive. Costs would be reduced through economies of scale and travel costs with savings of £3.2M over three years. Councillor R Moher (Lead Member, Resources)

suggested that during negotiations, efforts be made to press for a better deal for the council given that there are no children's homes in the borough. The Executive noted that a further report at the tender award stage would be presented for approval prior to contract award.

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).

RESOLVED:

- (i) that approval be given to participate in a collaborative procurement of a 12 bed block contract for therapeutic children's homes placements led by one of the other West London Alliance boroughs;
- (ii) that approval be given to the collaborative procurement exercise described in paragraph (i) being exempted from the normal requirements of Brent's Contract Standing Orders in accordance with Contract Standing Orders 85(c) and 84(a) on the basis that there are good financial and operational reasons as set out in paragraph 3.4 to 3.8 of the report.

**10. Determination proposal to permanently expand St Joseph's Catholic Primary School by September 2014**

The report from the Acting Director of Children and Families informed the Executive of the outcome of the statutory proposal to alter St Joseph's Catholic Primary School through permanent expansion from September 2014 and recommended that it be approved. The Governing Body of St Joseph's Catholic Primary School was in agreement with the Diocese of Westminster and in partnership with Brent Local Authority has proposed to alter the school by adding one form of entry. Councillor Pavey (Lead Member, Children and Families) expressed concern that at the number of children who were without a school place and the expansion was the latest instalment in the programme. He commended the school which was very popular and the Governing Body were in favour of the expansion, as were the majority of parents.

RESOLVED:

- (i) that approval be given to the permanent expansion of St Joseph's Catholic Primary School (Voluntary Aided) by one form of entry from September 2014, conditional upon the grant of full planning permission under the Town and Country Planning Act 1990 by December 2013 or other such date as agreed by the Director of Children and Families and the Strategic Director of Regeneration and Growth;
- (ii) that it be noted that the reason for approving the alteration of St Joseph's Catholic Primary School is to provide permanent primary places in areas of the borough which have severe shortages of Reception and Year 1 school places.

## **11. Cycle Training Contract Tender**

The Strategic Director, Environment and Neighbourhoods introduced her report which concerned the procurement of a cycle training provider for adults and children in Brent. It sought authority to invite tenders and delegate authority to award a contract. The Director referred to the funding received for cycling programme which she was very keen to encourage as it was a sustainable form of transport, good for health and was one the council's priority sports.

RESOLVED:

- (i) that approval be given to officers to invite tenders to provide cycle training for adults and children;
- (ii) that approval be given to the proposed evaluation criteria set out in paragraph 5.1 of the report;
- (iii) that approval be given to delegate authority to the Strategic Director of Environment and Neighbourhoods to award the contract, subject to notification of the award on the Executive Forward Plan.

## **12. Appointment of Certificated Bailiffs for the collection of Penalty Charge Notice debts**

Councillor Pavey (Lead Member, Environment and Neighbourhoods) presented a report which sought approval to award contracts for the provision of certified bailiff services for the collection of unpaid debts in relation to parking and traffic Penalty Charge Notices as required by Standing Order 88. He reminded the Executive that there was a distinction between certified bailiffs and debt collectors and anticipated that the approach should be good value for money. The report also outlined why this approach to selecting certified bailiff services represents good value for the Local Authorities involved in the process on the basis that the method of allocating warrants attracts added value commitments from the Primary Bailiff.

RESOLVED:

- (i) that approval be given to the award of a contract for the recovery of parking debts, to Collect Services Limited (who will initially act as Primary Bailiffs) subject to satisfactory performance, for a period of three years with the option of extending the contract for a further two years;
- (ii) that approval be given to the award of contracts for the recovery of parking debts, to Newlyn PLC, Task Enforcement Limited, and J.B.W. Group Limited (who will initially act as Secondary Bailiffs) for a period of three years with the option of extending the contracts for a further two years;
- (iii) that the process proposed for changing the appointment of Primary Bailiffs described in paragraph 3.9 and delegate future decisions around this process to the Director of Environment and Neighbourhoods be noted;

- (iv) that approval be given to an exemption from the usual tendering requirements of Contract Standing Orders in respect of the direct award of contracts as detailed in (i) and (ii) above for the good financial and/or operational reasons set out in paragraphs 3.7 and 3.8 of the report.

### **13. Delegation of Powers to Birmingham City Council**

The report from the Director of Environment and Neighbourhoods sought approval for the London Borough of Brent to authorise Birmingham City Council to investigate and institute proceedings against illegal money lenders operating within the Brent Council area. Councillor Mashari (Lead Member, Environment and Neighbourhoods) hoped that more could be done to help victims and promote credit unions given that poorest and most vulnerable were likely to suffer the most and welcomed the initiative which targeted illegal money lending activity and brought actions against those involved,

RESOLVED:

- (i) that approval be given to delegate to Birmingham City Council the function of the enforcement of Part III of the Consumer Credit Act 1974 within the London Borough of Brent and delegate to Birmingham City Council the power to institute criminal proceedings for any matters associated with illegal money lending or discovered during investigations by the Illegal Money Lending Team (ILMT) at Birmingham City Council;
- (ii) that approval be given to the "Protocol for Illegal Money Lending Team Investigations" attached as Appendix 1 and delegate authority to Strategic Director of Environment and Neighbourhoods in consultation with the Head of Consumer and Business Protection to enter into the protocol agreement on behalf of the London Borough of Brent with Birmingham City Council and, if required, approve minor alterations.

### **14. School Expansion Programme - Phase 2 Permanent Primary School Expansion Works Contract, Preston Manor and Portfolio Update**

Councillor Crane (Lead Member, Regeneration and Major Projects) outlined progress of delivery of the Schools Capital Portfolio/School Expansion Programme. He was pleased to report that all on-time applications had been offered a school place however there were 600 late applications and the number out of school was rising weekly. While progress was being made, the council still required further government assistance for additional funds as the borough could not keep pace with demand. Councillor Crane advised that governing bodies who had rejected expansion proposals may be asked to reconsider.

Members supported Councillor McLennan's view that the importance of the applying for a school place before the deadline should be publicised and reinforced.

The Executive also had before them appendices to the report which were not for publication as they contained the following categories 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).

Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings

RESOLVED:

- (i) that the update on school place planning and pupil projections be noted;
- (ii) that the update on the current status of the Temporary Primary School Expansion Programme 2013/14 be noted;
- (iii) that the update on the current status of the Phase 1 and 2 Permanent Primary School Expansion Programmes be noted;
- (iv) that authority be delegated to the Strategic Director of Regeneration & Growth in consultation with the Director of Legal & Procurement and the Lead Member for Regeneration and Growth to award the works contracts for the following Phase 2 Permanent Primary School Expansion projects: Harlesden Primary, St Joseph's Primary, Wembley High Technology College and Preston Park Primary;
- (v) that in the event that the current procurement process referred to in paragraphs 3.16-3.24 fails to provide a tender that can be accepted, approval be given to a further procurement process via an open or restricted tender procedure through an OJEU advertisement as set out in Appendix 1, and agreement to the pre-tender considerations for this as set out in Appendix 2;
- (vi) that the update on the current status of the Phase 3 and 4 Permanent Primary School Expansion Programmes, in particular the inclusion of Islamia Primary School within the Phase 3 expansion programme be noted;
- (vii) that the update on the Secondary School Expansion Programme, including the Priority Schools Building Programme and free school be noted;
- (viii) that the update on the current status of Schools Capital Portfolio including SEN programme be noted;
- (ix) that authority be delegated to award a services contract for Project Management/Employers Agent services for the Schools Capital Portfolio using a framework to the Strategic Director of Regeneration and Growth in consultation with the Director of Legal and Procurement and the Lead Member for Regeneration and Growth;
- (x) that the Borough Solicitor be authorised to finalise and complete all required legal documentation in relation to the Phase 2 Permanent Primary School Expansion projects outlined in the report and in relation to the external project manager referred to at recommendation (ix).

## **15. Award of Contract for Mail Services**

The report requested authority to award contracts as required by Contract Standing Order No 88a, summarised the process undertaken in selecting the supplier for the contracts and recommended to whom the contracts should be awarded. Councillor Denselow (Lead Member, Customers and Citizens) welcomed the contract awarded in collaboration with other London Boroughs and which had been competitors both in quality and price. All the council's mail would now be delivered by a single supplier.

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).

RESOLVED:

- (i) that the Council's participation in a collaborative procurement under a framework agreement for contracts for mail services be noted;
- (ii) that approval be given to the award of a contract for Collection and Delivery of Mail to Royal Mail Group Limited, for a period of two years from 1 December 2013 with an option to extend from 1 December 2015 to 9 August 2016;
- (iii) that approval be given to the award of a contract for Hybrid Mail to Royal Mail Group Limited, for a period of two years from 1 December 2013 with an option to extend from 1 December 2015 to 9 August 2016.

## 16. **South Kilburn Regeneration Programme**

In introducing the report from the Strategic Director of Regeneration and Growth, Councillor Crane (Lead Member, Regeneration and Major Projects) summarised the progress made on the regeneration of South Kilburn and sets out approvals required by the Executive to further progress projects within Phases 2 and 3 of the regeneration programme. He was particularly pleased with the plans for a health centre in Peel Precinct at neutral costs which had been long awaited. An issue of concern was the plan for a ventilation shaft on the Queens Park site for HS2 and discussions were taking place to identify an alternative location. Should the council have to petition the bill before parliament, a report would be submitted to Full Council.

Councillor Denselow thanked the Regeneration Team for the work that had been done on basements in the Queens Park. Regarding the ventilation shaft, members present questioned the alternative site and the extent to which it was a suitable alternative. It was noted that consultation would take place.

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).

RESOLVED:

- (i) that the progress made on the South Kilburn Regeneration Project as set out in this report be noted;

#### **Phase 1b Recommendations**

- (ii) that the Strategic Director of Regeneration and Growth's proposed amendments to the Development and Sales Agreement with Catalyst Housing Ltd in relation to former Cambridge Court, Wells Court and Ely Court and Bond Hicks Bolton and Wood House (together defined as Phase1b), as set out in section 3 below be noted;
- (iii) that approval be given to the recycling the Phase 1b overage payment back into the South Kilburn Regeneration Programme to enable the early acquisition of leasehold interests;

#### **Site 18 Recommendations**

- (iv) that it be noted that if the Hybrid Parliamentary High Speed 2 (HS2) Bill ('HS2 Bill') once laid includes provision for a ventilation shaft on Site 18, that the question as to whether to oppose the HS2 Bill will be put to Full Council;

#### **Post Office Plus Site Recommendations**

- (v) that authority be delegated to the Strategic Director of Regeneration and Growth in conjunction with the Borough Solicitor and the Chief Finance Officer to enter into a Collaboration Agreement with Woodville Properties the landowner of 5-9 Chippenham Gardens and the Post Office site to bring forward a comprehensive redevelopment of 5-9 Chippenham Gardens and the Post Office site with the Council's adjoining land at 4-26 Stuart Road (together defined as the 'Post Office Plus Site') as shown edged red on Plan A at Appendix of the report from the Director of Regeneration and Growth;
- (vi) that approval be given to the removal of 4-26 Stuart Road as shown edged red on Plan B at Appendix 1, from the South Kilburn Regeneration Programme if the Strategic Director of Regeneration and Growth in conjunction with Borough Solicitor and Chief Finance Officer is unable to agree and enter into a Collaboration Agreement with Woodville Properties in respect of Post Office Plus Site;

#### **[Recommendations (vii) to (ix) are subject to entering into a Collaboration Agreement with Woodville Properties in respect of the Post Office Plus Site]**

- (vii) that a contract for a full architectural design team be awarded to PRP Architects to lead the design team through to a full planning application (RIBA Stage 3) for the redevelopment of the Post Office Plus Site;
- (viii) that the Director of Regeneration and Growth develop a draft allocation policy for allocating homes to secure tenants living within 4 -26 Stuart Road;

- (ix) that the Director of Regeneration and Growth commence statutory consultation with secure tenants residing in 4-26 Stuart Road on three proposals (i) statutory consultation in connection with seeking approval of the Secretary of State for use of Ground 10A of Schedule 2 to the Housing Act 1985 ("Ground 10A") (ii) consultation on the Council's proposal to make a CPO on properties in 4 - 26 Stuart Road that are currently occupied by secure tenants (iii) consultation in connection with the draft allocation policy for allocating homes to secure tenants living within 4 -26 Stuart Road. Officers will report back to the Executive on the outcome of the statutory consultation and may, depending on the outcome of the consultation seek Executive approval to (i) authorise the Director of Regeneration and Growth to seek the Secretary of State's consent to the disposal and development of 4 - 26 Stuart Road for the purpose of Ground 10A, (ii) authorise the final Allocation Policy for 4 - 26 Stuart Road, and (iii) proceed with securing vacant possession of properties within 4 - 26 Stuart Road occupied by secure tenants through negotiation and private treaty and then, if necessary, via possession proceedings based on Ground 10A and CPO;

### **Peel Recommendations**

- (x) that it be noted that officers intention, subject to the approval of the Borough Solicitor, to progress procurement of a full architectural design team to develop a hybrid planning application for 8 to 14 Neville Close (all numbers inclusive), 97 to 112 Carlton House, Peel Precinct (together defined as 'Peel') as shown edged red on Plan C at Appendix 1 by calling off either the Homes and Communities Agency (HCA) Multidisciplinary Panel or the GLA Architecture and Urbanism Consultants Framework Agreement Panel and report back to the Executive following award of contract;
- (xi) that the Strategic Director of Regeneration and Growth be authorised to procure a specialist health care provider through an open market tender process to enter into an agreement to take a lease of and manage the South Kilburn Health Centre to be developed within Peel and report back to the Executive to secure approval for award of the contract;
- (xii) that approval be given to the Strategic Director of Regeneration and Growth undertaking a mini competition under the Greater London Authority (GLA) London Development Panel subject to the approval of the Borough Solicitor, to identify a developer partner for the regeneration of Peel and report back to the Executive to secure approval for award of the contract;
- (xiii) that approval be given to set rent levels for the affordable units at Peel once complete, at a rent equivalent to HCA Target Rent Levels;
- (xiv) that approval be given to proceed with securing vacant possession of the properties and commercial units within Peel through negotiation and private treaty and then, if necessary, via possession proceedings based on Ground 10A in relation to the secure tenants and then CPO for all remaining interests;

- (xv) that the Executive authorise the Operational Director of Property and Projects (where the Operational Director of Property and Projects in conjunction with the Chief Finance Officer considers applicable) to acquire third party interests and rights within Peel as necessary to progress the project by way of negotiation;
- (xvi) that the Strategic Director of Regeneration and Growth be authorised to seek Secretary of State's consent to appropriate for planning purposes all interests in Peel;
- (xvii) that the Strategic Director of Regeneration and Growth be authorised to develop a draft allocation policy for allocating homes to secure tenants living within Peel;
- (xviii) that approval be given and the Strategic Director of Regeneration and Growth be authorised to commence statutory consultation with secure tenants residing in blocks earmarked for redevelopment within Peel on three proposals (i) statutory consultation in connection with seeking approval of the Secretary of State for use of Ground 10A of the Housing Act 1985 (ii) consultation on the Council's proposal to make a CPO on properties in Peel that are currently occupied by secure tenants (iii) consultation in connection with the draft allocation policy for allocating homes to secure tenants living within Peel. Officers will report back to the Executive on the outcome of the statutory consultation and may, depending on the outcome of the consultation seek Executive approval to (i) authorise the Director of Regeneration and Growth to seek the Secretary of State's consent to the disposal and development of Peel for the purpose of Ground 10A of the Housing Act 1985, (ii) authorise the final Allocation Policy for Peel, and (iii) proceed with securing vacant possession of properties within Peel occupied by secure tenants through negotiation and private treaty and then, if necessary, via possession proceedings based on Ground 10A and CPO;

### **Compulsory Purchase Order (CPO) Recommendations**

- (xix) that approval be given to the acquisition by agreement pursuant to section 227 of the Town and Country Planning Act 1990 and the making of a compulsory purchase order (CPO) pursuant to section 226 of the Town and Country Planning Act 1990 to acquire all non-Council interests (excluding secure tenancies) in the areas shown edged red on Plan C attached at Appendix 1 ('the CPO Land') being Peel respectively together with any new rights which may be required under section 13 of the Local Government (Miscellaneous) Provisions Act 1976 to facilitate the development of the CPO Land in furtherance of the regeneration of Peel (and such CPO being referred to in this report as "the CPO");
- (xx) that the Executive authorise the:
  - a) Submission of the CPO, once made in respect of the CPO Land, to the Secretary of State for confirmation whilst at the same time seeking to acquire the CPO Land by private negotiated treaty on such terms as may be agreed by the Operational Director Property and Projects;

- b) Operational Director Property and Projects to enter into agreements with and give undertakings to, on behalf of the Council the holders of all interests in the CPO Land or parties otherwise affected setting out the terms for the withdrawal of their objections to the confirmation of the CPO and including the offering back of any part of the CPO Land not required by the Council after the completion of the development at Peel or the acquisition of rights over the CPO Land in place of freehold acquisition, where such agreements or undertakings are appropriate;
- c) Making of one or more general vesting declarations or the service of Notices to Treat and Notices of Entry (as appropriate) pursuant to the Compulsory Purchase (Vesting Declarations) Act 1981 and the Compulsory Purchase Act 1965 respectively should the CPO be confirmed by the Secretary of State or otherwise;
- d) Serving of all requisite notices on the holders of the CPO Land relating to the making, confirmation and implementation of the CPO;
- e) Operational Director Property and Projects to remove from the CPO any plot (or any interest therein) no longer required to be acquired compulsorily for the Scheme to proceed and to amend the interest scheduled in the CPO (if so advised) and to alter the nature of the proposed acquisition from an acquisition of existing property interests to an acquisition of new rights (if so advised);
- f) Operational Director Property and Projects within the defined boundary of the CPO Land, to acquire land and/or new rights by agreement either in advance of the confirmation of compulsory purchase powers, if so advised, or following the confirmation of compulsory powers by the Secretary of State;
- g) Operational Director Property and Projects, if so advised, to seek to acquire for the Council by agreement any interest in land wholly or partly within the boundary of the CPO Land for which a valid blight notice has been served;

### **General Recommendations**

- (xxi) that authority be delegated to the Operational Director Property and Projects (where the Operational Director of Property and Projects in conjunction with the Chief Finance Officer consider applicable) to acquire third party leasehold interests, as necessary in Phase 3 and Phase 4 to progress the regeneration programme, at market value by way of negotiation including any compensation amounts properly payable up to a total value equivalent to the overage payment value set out at Appendix 2;
- (xxii) that the Strategic Director of Regeneration and Growth be authorised to develop a Local Lettings Policy for allocating homes within South Kilburn and to undertake any consultation legally required in relation to the Local Lettings Policy.

## **17. South Kilburn Regeneration Decentralised Energy Project**

The report from the Strategic Director of Regeneration and Growth concerned the proposed procurement of an Energy Supply Company ('ESCo') to deliver the South Kilburn decentralised energy system to install, manage and maintain the system and deliver heat to all properties developed as part of the regeneration of South Kilburn (referred to as 'the Project'). It sought the Executive's approval to alter the procurement process in respect of the Project as required by Contract Standing Orders 88 and 89 and sought approval to procure an ESCo to deliver the Project through a competitive procedure similar to the Competitive Dialogue procedure (as set out in the Public Contracts Regulations 2006). The report also sought approval to award a consultancy contract to Parsons Brinckerhoff Ltd to project manage the delivery of the project, advise on and provide commercial and strategic financial advice in respect of the Project.

The Executive also had before them appendices to the report which were not for publication as they 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).

RESOLVED:

- (i) that the progress made on the South Kilburn Decentralised Energy System Project be noted;
- (ii) that approval be given to the Strategic Director of Regeneration and Growth to undertake a competitive procurement procedure (similar to the Competitive Dialogue procedure (as set out in the Public Contracts Regulations 2006) to procure an Energy Supply Company ('ESCo') to deliver the Project;
- (iii) that approval be given to the evaluation criteria as set out in this report which will form the basis for evaluation of the bids and the ultimate selection of the ESCo to deliver the Project. Further, that the Executive approves the Strategic Director of Regeneration and Growth to develop the detailed evaluation methodology and respective weightings to be applied to the evaluation criteria, within the parameters of the evaluation criteria set out in this report, prior to recommencement of the procurement process;
- (iv) that a consultancy contract be awarded to Parsons Brinckerhoff Ltd to project manage the delivery of the project, advise on and provide commercial and strategic financial advice in respect of the project.

#### 18. **Mid-year treasury report 2013/14**

Councillor R Moher (Lead Member, Resources) updated members on recent treasury activity. She highlighted the current position on Icelandic Bank loans and was pleased to report that £4m of the original £5m deposit to Glitner had been received and a further £1m remained ring fenced awaiting a decision. On Heritable,

only £0.6 of the original £10m deposit remained outstanding. No losses were expected.

The Chief Finance Officer concurred that the council could be more optimistic than previously but no guarantees could be absolute.

RESOLVED:

that the 2013/14 mid-year Treasury report as also submitted to the Council and Audit Committee be noted.

19. **Reference of item considered by Call in Overview and Scrutiny Committee**

None.


20. **Any other urgent business**

None.

The meeting ended at 7.55 pm

M BUTT  
Chair

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 <b>Brent</b>	<p><b>Executive</b> 9 December 2013</p> <p><b>Report from the Director of Adult Social Services</b></p>
Wards affected:ALL	
<b>Authority to invite tenders for the Procurement of Advocacy Services</b>	

## 1.0 Summary

In accordance with Contract Standing Orders 88 and 89 the purpose of this report is to seek Executive authority to invite tenders for a 2 + 1 year Advocacy contract valued at £395,700. These specialist advocacy services are to support people the most vulnerable people in our community. They are people with the most complex needs, people who have significant communication difficulties and are not able to understand and make key decisions about their life. They also lack the informal family support that many of us rely on to make decisions.

## 2.0 Recommendations

- 2.1 The Executive approve the pre-tender considerations and criteria to be used to evaluate tenders for the Adult Social Care (ASC) advocacy services as set out in paragraph 3.10 of this report.
- 2.2 The Executive to approve that officers shall invite tenders and evaluate them in accordance with the approved evaluation criteria.
- 2.3 The Executive note that short term extensions for 4 existing Advocacy contracts will be agreed with current providers. Their collective value will not exceed £29,054 and each will end when the new contract goes live on the 1st June 2014.

## 3.0 Detail

- 3.1 ASC are committed to provide an independent and high quality Advocacy Service that works in partnership with service users and supports them to lead more independent and inclusive lives and to be involved in decisions about their future.

- 3.2 The services allow for vulnerable people to have control over the care and support and play an important part in helping people make choices for themselves that might otherwise be made for them by other people.
- 3.3 Currently advocacy support is provided through four contracts. Two, which are for Mental Health Services and Learning Disabilities, end on the 31st March 2014. The remainder, covering Safeguarding and Older People with Physical Disabilities, end February 2014. To ensure continued service provision, all four agreements will be extended to end on the 31st May 2014 whilst the new contract is procured.
- 3.4 Through this procurement approach, a single provider, who could lead a consortium, will replace the current multiple provider model. Moving to this single agreement will create allow for greater focus and development of these specialist skills, which will improve service delivery. It will also reduce supply risk and contract management administration.
- 3.5 The future advocacy services will be provided to those with the most complex advocacy needs across the following 5 client groups:
- all Safeguarding clients (SG) to ensure people are safe from abuse,
  - to Older People with Physical Disabilities (OPPD),
  - Young People with Physical Disabilities, aged 14 to 25 (YPPD),
  - Adults with Mental Health needs (MH), and;
  - Adults with a Learning Disabilities (LD).
- 3.5 Within their tender response, the successful provider will therefore need to comprehensively demonstrate that they have the skills, personnel and experience to support those with the most complex needs and explain how these capabilities will be applied to ensure that the advocacy services will be person-centred whilst being innovative and flexible.
- 3.6 The proposed service will also enable people to have a say in their own lives, and will support them to speak up for themselves and where appropriate act as their representative ensuring they maintain or achieve their rights as a citizen.
- 3.7 The contract will have ensure the provision of crisis advocacy (for example when an advocate is likely to support someone at a benefit tribunal, or to assist someone who has bailiffs coming round or who has been threatened with eviction), self advocacy (where individuals are made aware of their rights and responsibilities allowing them to speak-up for their rights, and make choices and decisions that affect their lives), and citizen advocacy (where trained volunteers offer information and support their clients with back-up and supervision from an advocacy co-ordinator). These services will be available to those with the most complex needs.
- 3.8 Officers consider there are good operational reasons to develop this service as it will deliver the following benefits to service users
- Provide short term, issue based and ‘crisis’ advocacy when significant decisions are needed urgently, for example in Safeguarding Adult cases.

- Establish an independent, confidential, high quality professional advocacy service that is independent of those commissioned or provided by health or social care services.
- Provide one to one support that meets the needs of the specified users including their ability, disability, race, culture, sexuality, age, gender and treat them with respect, courtesy and dignity.
- Support people to identify and represent their own concerns directly to all relevant bodies. Self advocacy is the preferred option and the service should aim to support this wherever possible.
- Raise awareness to the providers and commissioners about particular issues faced by users of the independent professional advocacy service, including the concerns of specific users who might be finding it difficult to engage with services.
- Provide advocacy service users with information on local services and signposting them to other services when these are more appropriate.

3.9 In accordance with Contract Standing Orders 89 and 90, pre-tender considerations have been set out below for the approval of the Executive.

Ref.	Requirement	Response
(i)	The nature of the service.	Provision of an Advocacy services supplier who could be a sole provider, a sole provider with sub-contracting arrangements or a consortium (which identifies a lead organisation) which may also include an element of sub-contracting.
(ii)	The future estimated value of the contract	The 2+1 year contract is valued at £395,700.
(iii)	The contract term	An initial term of 2 years followed by a discretionary extension of 1 year.
(iv)	The tender procedure to be adopted.	An open tender process in accordance with the Council's Standing Orders.  As Social Care transactions are 'Part B Services', under the Public Contract Regulations 2006 ("the Regulations"); the Regulations apply only in part to the tender namely, (adoption of a technical specification and forwarding a Contract Award notice etc.).In accordance with the Councils

		Standing Orders the contract requirements will also be advertised.	
(v)	The procurement timetable	<b>Indicative dates are:</b> <ul style="list-style-type: none"> <li>• Adverts placed on Due North and in local and trade press</li> <li>• Commence issuing of ITT</li> <li>• Advert close/issue final ITT</li> <li>• Deadline for tender responses</li> <li>• All stages of ITT evaluation complete</li> <li>• Report recommending Contract award circulated internally for comment</li> <li>• Executive approval</li> <li>• Contract award</li> </ul>	12.12.13  12.12.13  06.01.14  25.02.14  21.03.14  April 2014  May 2014  May 2014
(vi)	The evaluation criteria and process	<u>Stage 1: compliance tender checks</u>  Stage 1 of the tender assessments will follow the Council's Contract Management Guidelines. It will test the capacity and capability of bidders against their: <ul style="list-style-type: none"> <li>• Professional conduct</li> <li>• Economic and financial standing</li> <li>• Insurance</li> <li>• Resources</li> <li>• Health and safety</li> <li>• Quality assurance</li> <li>• Equality</li> <li>• Environmental</li> <li>• Business continuity</li> <li>• Previous experience and references</li> </ul>	

		<ul style="list-style-type: none"> <li>• Safeguarding Adults policies</li> </ul> <p>The outcome of this stage will be a list of bidders who will then be evaluated against their quality and cost tender responses.</p> <p><u>Stage 2: Quality and Cost scoring</u></p> <p>Tenders will be evaluated on the basis of the most economically advantageous tender and the contract awarded using the following criteria</p> <p>1. Quality</p> <p>Quality will consist of 40% of the evaluation weightings. The quality assessment will be evaluated using a range of criteria. It is expected that providers must score at least 60% of the quality score to be eligible for award onto the contract, in order to ensure that very competitively priced bids do not thereby sacrifice quality</p> <p>The quality assessment will be evaluated using the following criteria:</p> <ul style="list-style-type: none"> <li>• Experience in delivering the service</li> <li>• Meeting the needs of individuals and customer focus</li> <li>• Improved personal independence and self confidence</li> <li>• Approach to safeguarding</li> <li>• Approach to staff recruitment , retention and training</li> <li>• Implementation and business continuity Plan</li> <li>• Service Delivery model</li> <li>• Demand Management and response times</li> <li>• Information systems and it's use for monitoring and improving services</li> <li>• Approach to partnership working with internal and external partners</li> </ul> <p>2. Price</p> <p>Price will consist of 60% of the evaluation weightings assessed through the application of a formula that underpins a proportional scoring which will award the maximum of</p>
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		60% to the lowest priced tender.
(vii)	Any business risks associated with entering the contract	No specific business risks are considered to be associated with agreeing the recommendations in this report.
(viii)	The Council's Best Value duties	This procurement process and on-going contractual requirement will ensure that the Council's Best Value obligations are met. It is also expected that consolidation of the current 4 contracts into one will deliver a financial saving without affecting quality
(ix)	Any staffing implications	See section 7.0 below
(x)	The relevant financial, legal and other considerations	See sections 4 and 5 below
(xi)	Compliance with Public Services (Social Value) Act 2012	See section 8 below

3.10 The Executive is asked to approve these proposals as set out in the recommendations and in accordance with Standing Order 89.

#### 4.0 Financial Implications

4.1 The following table summarises the budget and spend for 2013/14 across the 5 current advocacy support service contracts. The fifth contract was unable to be let for the interim period up to February 2014:

Service Area	Provider	Annual Budget	Contract Value	Comment
Learning Disabilities	The Advocacy Project	£46,900	£46,900	Ends 31st March 14
Mental Health	Loud and Clear	£35,000	£35,000	Ends 31st March 14
Safeguarding	Voiceability	£25,000	£11,675	Ends Feb 14
Older People with Physical Disabilities	Age UK	£12,500	£4,200	Ends Feb 14
Younger People with Physical Disabilities	-	£12,500	£0	No contract
		Total	£131,900	£97,775

4.2 The 2013/14 budget has been used as the baseline for the maximum annual cost for the future (2+1) 3 year contract.

Advocacy	Current Annual	Future agreed budget		
		2013/14 Year 1	2014/15 Year 2	2015/16 Year 3
Learning Disabilities	£ 46,900	£46,900	£46,900	£46,900
Safeguarding	£ 25,000	£25,000	£25,000	£25,000
Older People with Physical Disabilities	£ 12,500	£12,500	£12,500	£12,500
Younger People with Physical Disabilities	£ 12,500	£12,500	£12,500	£12,500
Mental Health	£ 35,000	£35,000	£35,000	£35,000
Total	£ 131,900	£131,900	£131,900	£131,900

- 4.3 The values set out in the table above are the maximum value of the contract. Fees will only be paid for used advocacy hours and there will be a volume discount whereby an increase in referrals will result in a rate reduction. The provider and the Council will hold regular meetings to assess the impact of the advocacy provided and agree future service improvements that continue to drive value from the fixed budget.

## **5.0 Legal Implications**

- 5.1 The contract for the Advocacy services is a Part B services contract for the purposes of the Public Contracts Regulations 2006 (“EU Regulations”), and is thus only subject to partial application of the EU Regulations to include requirements in relation to technical specifications and the need to publish a Contract Award Notice.
- 5.2 The estimated value of the contract over its term (including possible extensions is in excess of £250k. As such the contract is a High Value contract for the purposes of Council Contract Standing Orders and Financial Regulations and thus Executive approval is required to invite tenders and to evaluate tenders for the contract.
- 5.3 Once the tendering process is undertaken, Officers will report back to the Executive in accordance with Contract Standing Orders explaining the process undertaken in tendering the contract and recommending award.
- 5.4 In the present case, a number of contractors are currently providing elements of the service being procured. As a result, the Transfer of Employment (Protection of Employment) Regulations 2006 (“TUPE”) may apply if the contract is awarded to a new contractor where immediately before the change of contractor, there is an organised grouping of employees situated in Great Britain which has as its principal purpose the carrying out of the activities concerned on behalf of the Council and where the employees are assigned to that organised grouping. Subject to the right of the employee to object to transferring, the employee’s contract of employment will transfer to the new contractor.

## **6.0 Diversity Implications**

- 6.1 The proposed contract will require the provider to deliver services which are:
- culturally sensitive by providing cultural awareness training for all staff, matching specific language requirements where possible and recruiting a local workforce which reflects the communities of Brent;
  - able to provide support and advice to service users with disabilities, and young people with disabilities and older people; and
  - able to provide training for all staff in areas that will raise awareness of issues faced by vulnerable people from different ethnic groups.
- 6.2 The provider will be monitored to ensure they are complying with these requirements through checking of their records, regular review of services provided to individual service users where feedback will be sought from service users, monthly monitoring meetings and provision of quarterly performance information to the Council.

- 6.3 In view of the fact that this procurement represents a change to the model of service delivery, it is necessary for the Executive as decision-making body to consider the equalities implications. An equalities analysis has been completed (see Appendix A) in accordance with the Equality Act 2010, and officers believe that there are no adverse diversity implications.

## **7.0 Staffing Implications**

- 7.1 This service will be provided by an external contractor and there are no direct implications for Council staff arising from tendering a contract of this type
- 7.2 There may be TUPE implications arising from the award of the Contract. The assumption is that TUPE may apply to those staff providing a service that will be included in the tender process. Such staff may transfer to a new employer under TUPE as a result of the proposed tendering process. Further investigation about whether TUPE will apply will commence as soon as possible.

## **8.0 Public Services (Social Value) Act 2012**

- 8.1 The Council is under a duty pursuant to the Public Services (Social Value) Act 2012 (the "Social Value Act") to consider how the services being procured might be structured to improve the economic, social and environmental well-being of its area; how, in conducting the procurement process, the council might act with a view to securing that improvement; and whether the council should undertake consultation.
- 8.2 This duty applies to the procurement of the proposed contract as Part B Services over the threshold for application of the EU Regulations are subject to the requirements of the Social Value Act.
- 8.3 The market for advocacy services is highly specialised and limited which narrows the opportunities available to the Authority in terms of the requirements of the Social Value Act. However, the intention to procure a contract that will expand existing advocacy support to a wider group of residents to improve their overall social and economic well-being means that the actual subject-matter of the contract is in fact delivering the aims set out in the Act. Officers will throughout the new procurement exercise take account of Social Value Act provisions and seek to implement these as appropriate.

### **Background Papers**

None

### **Contact Officers**

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Phil Porter  
Director of Adult Social Care (Interim)

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## Appendix A: Equalities Impact Assessment

<b>Department: Adult Social Care</b>	<b>Person Responsible: Beverleigh Forbes</b>
Service Area: Integrated Commissioning	Timescale for Equality Impact Assessment :
Date: 8 <sup>th</sup> October 2013	Completion date: 8 <sup>th</sup> October 2013
Name of service/policy: Advocacy Services	Is the service/policy/procedure/project etc: New <input checked="" type="checkbox"/> Old <input type="checkbox"/>
Predictive <input checked="" type="checkbox"/> Retrospective <input type="checkbox"/>	Adverse impact <input type="checkbox"/> Not found <input checked="" type="checkbox"/> Found <input type="checkbox"/> Service/policy/procedure/project etc, amended to stop or reduce adverse impact Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Is there likely to be a differential impact on any group? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Please state below:
1. Grounds of race: Ethnicity, nationality or national origin e.g. people of different ethnic backgrounds including Gypsies and Travellers and Refugees/ Asylum Seekers Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	2. Grounds of gender: Sex, marital status, transgendered people and people with caring responsibilities Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
3. Grounds of disability: Physical or sensory impairment, mental disability or learning disability Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	4. Grounds of faith or belief: Religion/faith including people who do not have a religion Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
5. Grounds of sexual orientation: Lesbian, Gay and bisexual Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	6. Grounds of age: Older people, children and young People Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Consultation conducted - Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	

Person responsible for arranging the review: Beverleigh Forbes	Person responsible for publishing results of Equality Impact Assessment: Beverleigh Forbes
Person responsible for monitoring: Steven Forbes	Date results due to be published and where: Published in an appendix to Executive report on the XX December 2013 on Brent Council's website
Signed:	Date: 8 <sup>th</sup> October 2013

Please note that you must complete this form if you are undertaking a formal Impact Needs/Requirement Assessment. You may also wish to use this form for guidance to undertake an initial assessment, please indicate.

### 1. What is the service/policy/procedure/project etc to be assessed?

New Advocacy services contract

### 2. Briefly describe the aim of the service/policy etc? What needs or duties is it designed to meet? How does it differ from any existing services/ policies etc in this area

The Putting People First cross Government concordat published in 2007 set out the vision for Transforming Adult Social Care and stressed the importance of vulnerable people having control over the care and support they received. In order for this to happen advocacy services are required, and play an important part in helping people make choices for themselves that might otherwise be made for them by other people.

The council currently has 4 suppliers providing Advocacy support across Safeguarding, and to Adults with Mental Health Needs, Adults with Learning Disabilities and Older People with Physical Disabilities. The single contract arising from the proposed procurement will result in an expansion of these services to include Younger People with Physical Disabilities.

In view of the fact that this contract represents a change to the existing model of delivery the Executive need to consider equality implications.

### 3. Are the aims consistent with the council's Comprehensive Equality Policy?

Yes, implementing the service will have a positive impact on all service users.

### 4. Is there any evidence to suggest that this could affect some groups of people? Is there an adverse impact around race/gender/disability/faith/sexual orientation/health etc? What are the reasons for this adverse impact?

No there is no evidence that some groups will be affected differentially. There will be improved access to services for all people requiring advocacy services regardless of race/gender/disability/faith/sexual orientation/health. Therefore, no adverse impacts have been identified for any groups. Commissioning decisions were made through reviewing requirements with local stakeholders and service users. The reviews will consider current service use and future demand.

### 5. Please describe the evidence you have used to make your judgement. What existing data for example (qualitative or quantitative) have you used to form your judgement? Please supply us with the evidence you used to make your judgement separately (by race, gender and disability etc).

Contractors provide quarterly monitoring information on their performance which includes detailed enough equality information to allow us to make such judgement. For evidence see



document attached.

**6. Are there any unmet needs/requirements that can be identified that affect specific groups? (Please refer to provisions of the Disability Discrimination Act and the regulations on sexual orientation and faith, Age regulations/legislation if applicable)**

None have been identified

**7. Have you consulted externally as part of your assessment? Who have you consulted with? What methods did you use? What have you done with the results i.e. how do you intend to use the information gathered as part of the consultation?**

The existing contracted service involves user consultation. The comments of these users are included in the contractors' service reviews and subsequent service improvements'

The views of service users will directly impact on the service specifications and will contribute to the selection process for organisations.

**8. Have you published the results of the consultation, if so where?**

The contractors' service reviews outcomes are included in their annual reports which are published on their websites.

**9. Is there a public concern (in the media etc) that this function or policy is being operated in a discriminatory manner?**

The council is not aware of a public concern about the Advocacy services tender being operated in a discriminatory manner however there is general concern that the impact of financial cuts on services for vulnerable people should be subject to an Impact Assessment. Some small organisations may be concerned about their ability to respond to the tender invitation.

**10. If in your judgement, the proposed service/policy etc does have an adverse impact, can that impact be justified? You need to think about whether the proposed service/policy etc will have a positive or negative effect on the promotion of equality of opportunity, if it will help eliminate discrimination in any way, or encourage or hinder community relations.**

Neutral impact

**11. If the impact cannot be justified, how do you intend to deal with it?**

N/A

**12. What can be done to improve access to/take up of services?**

The service will be a universally accessible service, for all people who require Advocacy services. If Executive approve the procurement we will seek provider(s) who will put marketing and publicity mechanisms in place to ensure the service is adequately advertised and promoted, and that as many people as possible are aware of the Advocacy Services at the first point of contact

**13. What is the justification for taking these measures?**

A change in the grant funding regime meant that funded providers could no longer re-apply for the stated funding and coupled with the change in reduction procurement thresholds, this tendering exercise is required to take place.

14. Please provide us with separate evidence of how you intend to monitor in the future. Please give the name of the person who will be responsible for this on the front page.

**Contracts:**

Monitoring will be based on how well service organisations meet the outcomes stated in the service specification. Service users will have the opportunity to specify their own desired outcomes which will be monitored. On-going monitoring information is received by the ASC Commissioning Unit quarterly from organisations; this is reviewed and discussed as appropriate with a particular emphasis on any change in the profile of services users.

KPIs will capture direct/indirect activity, with breakdown such as:

Ethnicity

Age

Gender

Disability

Sexual orientation

Marriage and civil partnership

Faith and belief

Transgender

Pregnancy and maternity

Service specific indicators

**Impact of the procurement:**

Monitoring of the impact of the procurement on organisations will take place prior to awarding a contract. The service will be formally monitored by the Council's contract managers on a quarterly basis.

**15. What are your recommendations based on the conclusions and comments of this assessment?**

No adverse impacts have been identified into any groups.

The Advocacy service would be regularly monitored, through regular and on-going consultation and the quarterly monitoring meetings and reviews to ensure that any future/possible adverse impacts are avoided.

The outcome monitoring should also be undertaken to ensure that all services deliver high quality services to the community

**Should you:**

**1. Take any immediate action?**

Ensure that information for tenderers includes clear instructions on financial requirements, consortia arrangements and ensure that providers are able to plan for the future in relation to the duration of the contract and for the Council to consider officer delegation functions.

**2. Develop equality objectives and targets based on the conclusions?**

It is unlikely specific targets will be identified, services to be procured in future will be based on outcomes. All successful provider will need to evidence that the required outcomes can be met for all groups.

**3. Carry out further research?**

Not at this time

**16. If equality objectives and targets need to be developed, please list them here.**

N/A

**17. What will your resource allocation for action comprise of?**

The funding for this service has been allocated through the Adult Social Care Unit

If you need more space for any of your answers please continue on a separate sheet

Signed by the manager undertaking the assessment:

Full name (in capitals please):  
Beverleigh Forbes

Date: 24<sup>th</sup> October 2013

Service Area and position in the council:

Integrated Commissioner, Adult Social Care

Details of others involved in the assessment - auditing team/peer review:

Once you have completed this form, please take a copy and send it to: **The Corporate Diversity Team, Civic Centre**

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 <b>Brent</b>	<p><b>Executive</b> 9 December 2013</p> <p><b>Report from</b> <b>Director of Adult Social Care</b></p>
Wards Affected: ALL	
<b>Adult Social Care Local Account 2012/13</b>	

## 1.0 Introduction

- 1.1 With the abolition of the Annual Performance Assessment, the publication of a new single dataset for local government and the development of outcomes frameworks for Health and Adult Social Care, the need for councils to report back to citizens and customers in a meaningful way has never been more acute.
- 1.2 These changes to the national performance frameworks represent a significant shift from the past, with councils now expected to take over responsibility for managing their own improvement. In May 2010 a 'Promoting Excellence in Councils' Adult Social Care Programme Board was set up with key stakeholders from across the sector. The purpose of the Board is to collaborate and drive sector-led improvement. This is mirrored by the Sector Led Improvement programme in London.
- 1.3 In an effort to take collective responsibility for the performance of the Adult Social Care sector as a whole therefore, one of the Board's recommendations is the publication of an annual council 'Local Account'. The purpose is demonstrate and describe local performance. The Board were purposefully non-prescriptive in terms of the design of the report however they recommended it should be accessible and produced by December each year.
- 1.4 The concept of producing a local account is not a new idea, rather it builds on work that councils are already doing in relation to local quality assurance and safeguarding. It is also aligned with developments taking place around sector led improvement in children's services. Local accounts are also mentioned in the Department of Health's Transparency in Outcomes framework and are conducive to wider government agendas e.g. localism and transparency.

- 1.5 The purpose of Brent's Local Account is to communicate priorities and to provide Members, residents, service users and their carers with a key accountability mechanism by which self-regulation and improvement activities can be systematically monitored and reported. The document attached at Appendix A is the full version of the report, but an executive summary and easy read version will be created to facilitate broader community engagement.

## **2.0 Recommendations**

The Executive is asked to:

- a. Note the performance and contextual information contained in this report.
- b. Consider the priorities and risks associated with the information provided and the strategic priorities identified.

## **3.0 Executive Summary**

- 3.1 The challenge to continue delivering good quality services at an affordable cost within a diminishing financial framework remains acute and has dominated our service planning activities in 2012/13 and will continue to do so again in 2013/14.
- 3.2 Despite this, the department has successfully delivered its efficiency savings target of £2.412m for 2012/13. However, we have very limited scope to find further efficiencies without a radical overhaul of our operating model, which we need to do in collaboration with health partners.
- 3.3 Given our challenging operating context, performance during the past year has been good overall. Our strategy to introduce a policy of Reablement has delivered and the performance indicators confirm that high numbers of residents are being supported to continue living independently. However performance could be further improved if we had a greater selection of alternative accommodation, thereby reducing the need for future residential care placements. This situation is currently being redressed through our Reducing Residential Care project, which is being developed through the One Council programme.
- 3.4 Trend evidence from our service user satisfaction survey in Section 8 shows that Brent is steadily improving in this area. The 2012 survey reveals 83.3%

to be satisfied with our services and perceived quality of life compares favourably to the London average.

- 3.5 Moving forward, a critical area for improvement is the way we identify and support carers. Historically service users have been the primary focus of our attention and this must change, not least because of the implications of the forthcoming Care and Support Bill which introduces new rights for carers. We have already attempted to address this issue through the recent introduction of Brent Carers Hub, which is a one stop service designed to provide information, advice and support. However it is clear from our survey feedback that we have more work to do in this area. We will, therefore, work with the Brent Clinical Commissioning Group to deliver a range of improvements to facilitate more systematic identification of carers and provide better information, advice and support. Our new Service User and Carer Engagement strategy will ensure carers are more actively engaged in service development. We also plan to increase the take up of direct payments so they will be well placed to exert maximum choice and control.
- 3.6 In addition to the above, strategic priorities for 2013/14 include reducing the number of people who need to live in residential and nursing care, increasing the number of all people who take up Direct Payments, re-designing Brent Mental Health services, developing and progressing health and social care integration, and improving support for carers. We will co-produce an Adult Social Care strategy to set the future direction for the service as part of our broader service user and carer engagement project.

#### **4.0 Financial implications**

These are set out in Section 10 of the local account. The combined elements of reduced government funding, an ageing population, high cost transitions from the Children Service and rising customer demand continue to place the Adult Social Care budget under sustained pressure. However the service modernisation programme has already delivered efficiency savings and improved customer outcomes and is expected to deliver further benefits in 2013/14.

#### **5.0 Legal implications**

The imminent passing of the Care and Support Bill and implementation in April 2015 and April 2016 will have far reaching implications for how services are designed and delivered within the borough. Full details and the implications are not known at this time but the senior managers will continue to work with key partners to ensure the best possible outcomes for Brent.

#### **6.0 Diversity implications**

This report has been subject to screening by officers and there are no direct

diversity implications. However it should be noted that the service improvement initiatives developed and delivered during 2012/13 have routinely undergone Equality Impact Assessments prior to implementation, as per the Council's Equality and Diversity policy.

## **7.0 Contact officers**

Mary Stein, Head of Transformation, Adult Social Care, Brent Civic Centre 3<sup>rd</sup> Floor South Wing, Empire Way, Wembley, Middlesex HA9 0FJ.

Phil Porter  
Director Adult Social Care



2012/13

# Adult Social Care Local Account



Phil Porter, Director  
London Borough of Brent  
2012/13

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## Section 1: FOREWORD



As Lead Member for Brent's Adult Social Services department it has been a pleasure to lead and support the department over the year 2012/13. The health and social care sector is changing rapidly. Last year saw the introduction of the Health and Social Care Act 2012, which ushered in a series of radical structural reforms to the NHS including the transfer of commissioning responsibilities to local GPs as well as the transfer of Public Health management to local councils. At the current time, the Care and Support Bill is out to consultation and is scheduled to become statute in April 2015. In a time of national change it is even more important for us to have strong local priorities.

The majority of our service users tell us they prefer to live independently in their own homes for as long as it is safe to do so. Therefore, our priorities are focused on achieving this. We will:

- Maintain a strong focus on prevention
- Provide short term help so that people can regain their independence
- Promote the use of personal budgets to ensure people have as much choice and control as possible
- Ensure there is more support for carers, and
- Focus on dignity in care and ensure there is a 'zero tolerance of abuse' across health and social care.

Delivering these priorities will, I believe, bring about real improvements in the quality and efficiency of local care provision in the borough. However, we must also recognise the challenging climate within which we will have to do this. As this report highlights, more people are living longer with more complex conditions. This is something to celebrate, but it also creates additional service demands in a time of very real financial austerity. Brent Council has delivered significant efficiency savings every

year for the last 3 years, but the recent Comprehensive Spending Review sets out an even bigger financial challenge for the foreseeable future. We have no choice but to think differently about how we deliver adult social care, and our local priorities, in the future.

We will work collaboratively with all of our partners and the community to shape and strengthen local health and social care services in the borough and strive to ensure that provision is designed to meet local needs. Health and social care integration is a crucial part of this, providing an important opportunity to improve services and outcomes for individuals. However, to achieve this we will need to develop a new integrated operating model, which will be more sustainable and maximise the use of local community assets.

We will also need to work differently with the people we support. We will need to build on the Reablement services we already provide to deliver a strengths-based approach, focusing on what people can do, rather than what they can't do, to build community resilience. In doing so we shall be ever mindful of the changing needs of our diverse community. Regardless of what the future holds, we will strive to protect front line services and continue to critically evaluate what we do in order to deliver the best possible outcomes for the service.

**Cllr. Krupesh Hirani,  
Lead Member**

## Section 2: DIRECTOR'S INTRODUCTION

Like many services in the public sector, Adult Social Care is constantly looking for ways to respond to the raft of changes at the national policy level. The dismantling of national performance management frameworks has provided renewed emphasis for Councils to drive sector-led improvement. As a result, the ADASS Improvement Board (Association of Directors of Adult Social Services) developed the Local Account mechanism to (a) report and benchmark performance (b) share good practice, and (c) drive up industry standards. The purpose of this Local Account therefore is to reflect on performance over the course of last year and set out the direction of travel for Brent's Adult Social Care service during the forthcoming twelve months.

Adult Social Care services provide a variety of community-based help and support to vulnerable people and their families/carers living in the borough. This includes:

- People with learning disabilities
- People with mental health problems
- People whose ability to perform everyday activities is limited by either a temporary or permanent physical disability
- People who are old, frail or otherwise vulnerable
- Young people with a disability aged 14-25.

Brent Council is committed to creating opportunities and improving the lives of local people. For Adult Social Care this means working with residents in order to help them find solutions. Our purpose therefore is to assist residents to use what they already have to lead full, active and independent lives so they can keep doing the things they value most. Brent's Health and Wellbeing Strategy provides a local strategic framework for our services. The strategy has 5 key priorities:

- 1) Giving every child the best start in life
- 2) Helping vulnerable families
- 3) Empowering communities to take better care of themselves
- 4) Improving mental wellbeing throughout life
- 5) Working together to support the most vulnerable adults in the community

With these in mind, the department is continuously refining and improving operational activities to ensure we are well placed to play a key role in helping to deliver this agenda. We aspire to build a model of excellence in Health and Social Care services and we operate according to the following principles:

- Preventing demand for public services

- Ensuring early intervention and a more personalised approach to meeting needs in the first place
- Doing more to support independence and resilience and recognising people's strengths and social networks
- Integrating services around individuals, through Personal Budgets and ensuring people have choice and control
- Embedding co-operation, collaboration and partnership as a way of thinking and acting
- Exploring the potential of different structures of delivery and governance to establish new and more effective and efficient ways of working
- Promoting dignity in care to prevent abuse and responding effectively when abuse happens.

Last year the department saw a number of successes. For example, the implementation of an Enhanced Reablement Service which brings together Occupational Therapists, Physiotherapists and home care workers to provide the integrated support people need to regain their independence; the launch of the Brent Carers Hub, jointly commissioned with Brent Clinical Commissioning Group to better meet the needs of carers in the Borough; the creation of the Transitions team for young people with disabilities aged 14-25; and the development of a new approach to service user and carer engagement, which places it at the heart of service development and contract monitoring. All these initiatives were designed to strengthen particular aspects of the service which we felt were in need of improvement, and whilst we have made good progress we recognise there is more work to do.

In February 2013, we participated in a sector-led peer review on our Reablement Service. There were recommendations for improvement, for example, the need to improve the information and advice available to people who may have a social care need and continue to streamline internal processes to benefit staff and customers. The overwhelming conclusion was that the service is having a positive impact on the local community and is a critical enabler to independence. Key findings included:

*"Service users were impressed with the service and it had made a significant difference to their lives"*

*"The majority of people who access Reablement do not go on to receive long term care packages"*

*"Local connections and personal relationships between the voluntary sector and managers was positive and there is confidence in the senior management team"*

*"Providers see Brent as a leading authority in the importance that has been given to Reablement as a function"*

External Peer Review Feedback Report, February 2013

Providing services to a community with increasingly complex needs is both challenging and rewarding. Like many public sector services we are in an on-going process of change, and whilst some aspects of our work are within our control, others are not, e.g. the national Care and Support Bill, which is currently out to consultation, will have profound implications for the service. We will develop a local Adult Social Care Strategy to set out our vision for the service over the next five years, to ensure that while we continue to reflect national changes, there is a clear focus on Brent's local priorities.

Central to this vision will be our aspiration to help build community resilience and ensure good outcomes for the Council and our residents. In doing so we will continue to take a person-centred approach to assessment and care management, and build on people's strengths and capabilities so they can preserve their independence and maintain choice and control. We will also implement a new approach to supporting carers, jointly with the Brent Clinical Commissioning Group. This will build on implementation of the jointly commissioned Brent Carers Hub, and will link in to the work GPs and the carers Primary Care Liaison Nurse are doing to ensure the advice, information and support is consistent wherever a carer seeks help. Together we can raise the profile of carers and support them to achieve a balance between their caring responsibilities and other commitments to improve their quality of life. Through our new Service User Engagement strategy we will actively encourage more service user participation in service planning and encourage them to co-produce the direction of travel for Adult Social Care by feeding back their knowledge and lived experience of commissioned services, which will then inform the design, delivery and evaluation of contracts. We will also strengthen our existing partnerships and explore opportunities to widen our community-based networks and achieve closer integration with the NHS.

I am personally grateful to all my team for their continued professionalism and dedication in helping to improve the quality of life for vulnerable people who live in our community. I am also grateful for the on-going feedback from service users and carers who continue to challenge us. Their support is vital to our efforts to shape and develop services which are responsive to local needs and are perceived as being of value. Their contribution is also essential to give focus to our drive for continuous service improvement.

Over the coming year we will face a variety of acute challenges - changes to health services, reduced Council resources and a growing and aging population to name but a few. We will take these changes in our stride, and whilst we recognise that difficult decisions will inevitably need to be made, we remain committed to ensuring that we will make the most effective use of the resources available to us.

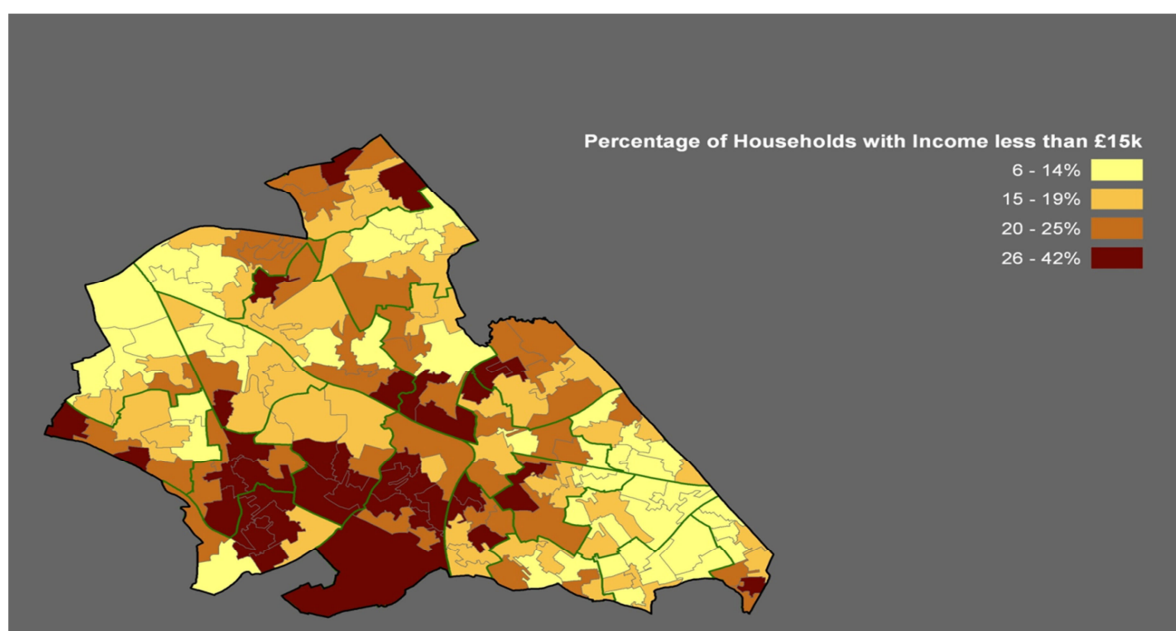
**Phil Porter,  
Acting Director of Adult Social Care**

## Section 3: LOCAL CONTEXT

### 3.1 Environmental Challenges

Brent has a population of 311,200 and is currently ranked amongst the top 15% most-deprived areas of the country. This deprivation is characterised by high levels of long-term unemployment, low average income levels and a reliance on benefits and social housing.

Percentage of households with income less than £15k per annum (source CACI 2012)



It is widely documented that living in poverty generally contributes to poorer health, wellbeing and social isolation, and statistical analyses show that people on low incomes are more likely to have a life limiting health condition, take less exercise and have a shorter life. While overall life expectancy in Brent is in line with the rest of London, significant health inequalities exist within the borough e.g. the gap in life expectancy for men between the most affluent and the most deprived wards is 8.8 years.

Individually and collectively these characteristics make Brent a particularly challenging working environment for Adult Social Care services. The ageing and growing population continues to drive increased and sustained demand on services. The increased complexity of needs and prolonged period of chronic health conditions places sustained pressure on services. Many pensioners who are lucky enough to own their own homes describe themselves as “asset rich but income poor”, which can often make daily living a struggle. A large proportion of residents who contact Adult Social Care meet the eligibility threshold to receive services.

### Resident population aged 65+ changes between 2001 and 2011 (source: ONS)

Ward	2001	2011	% change	Rank
Alperton	1,184	1,328	12.16	8
Barnhill	2,044	1,933	-5.43	21
Brondesbury Park	1,565	1,579	0.89	17
Dollis Hill	1,322	1,521	15.05	5
Dudden Hill	1,358	1,462	7.66	11
Fryent	1,542	1,592	3.24	14
Harlesden	1,133	1,365	20.48	2
Kensal Green	1,187	1,338	12.72	7
Kenton	1,660	2,082	25.42	1
Kilburn	1,386	1,464	5.63	13
Mapesbury	1,315	1,295	-1.52	20
Northwick Park	1,440	1,689	17.29	4
Preston	1,761	1,925	9.31	10
Queens Park	1,250	1,321	5.68	12
Queensbury	1,610	1,848	14.78	6
Stonebridge	1,434	1,467	2.30	15
Sudbury	1,557	1,577	1.28	16
Tokington	1,548	1,703	10.01	9
Welsh Harp	1,561	1,567	0.38	18
Wembley Central	1,211	1,435	18.50	3
Willesden Green	1,186	1,185	-0.08	19

## 3.2 Housing

High rents and lower than average incomes mean that housing affordability is a particular issue in Brent. Currently the average cost of a three bedroom semi is £375k, nearly 14 times the median household income level. Conversely the average rent level for a two bedroom property is £1,344 per week – i.e. 74% of median earnings. Average borough rental rates are currently the fifth highest in London.

Over the last 10 years Brent has experienced a high level of homelessness and overcrowding has become a major concern, not least because of its negative impact on health. Whilst the Council is committed to maximising the local accommodation portfolio, the rate of change is too slow to keep pace with growing and ever-more diverse needs. As such balancing needs and resources is a constant challenge, because for example the limited availability of ‘supported accommodation’ types can negatively impact on our ability to enable people to live independently.

## 3.3 Health

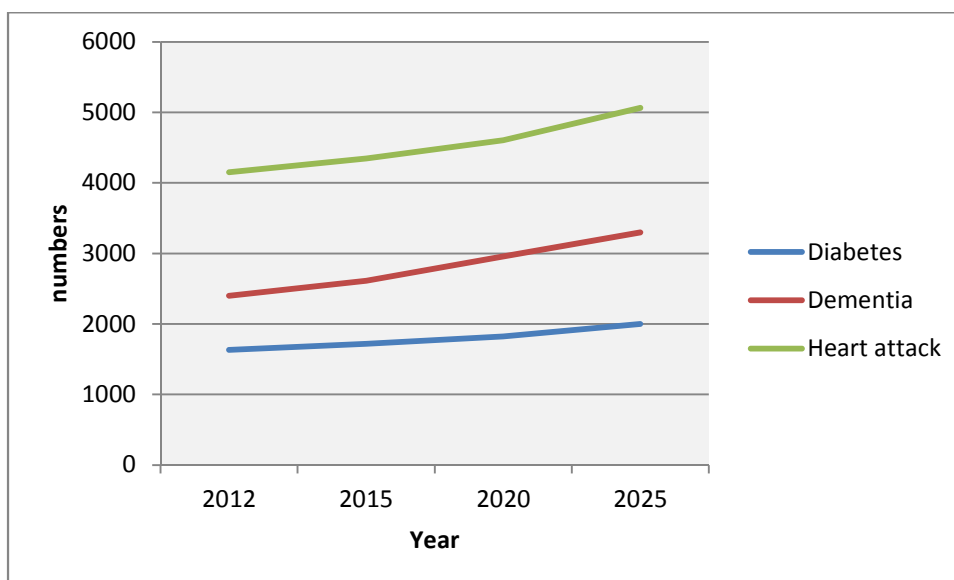
Poor health and wellbeing outcomes are often a reflection of wider social and economic inequalities present in society. Brent is a borough with marked health inequalities, which are both a symptom and a cause of wider deprivation. The deprivation experienced within some local neighbourhoods is

characterised by high levels of unemployment, low skills levels, low household in-comes and dependence on benefits and social housing. Our evidence base identifies a variety of local health and wellbeing challenges including:

- Rising levels of obesity – almost 25% of adults in Brent are estimated to be obese.
- Low levels of participation in physical exercise – over 50% of adults do no physical exercise. Increasing rates of alcohol-related hospital admissions.
- High levels of long-term chronic conditions like diabetes, cardiovascular disease, chronic respiratory disease etc.
- Rising levels of older adults with Dementia and people diagnosed with Autism.
- High levels of poor Mental Health – affecting 1 in 4 adults at some time in their lives.
- Rising numbers who have learning disabilities – approximately 9,000 people have a learning disability, 1,000 of which are classified as ‘severe’.

Individual behaviours such as smoking, diet, alcohol intake and physical activity significantly influence how healthy a person is and how long they will live for. Educating people about risks and supporting them to adopt healthy behaviours is integral to our preventative approach and supporting them to cope with long-term conditions and have quality of life is delivered through our policy of person-centred care.

**Brent residents aged 65+ predicted to have diabetes, dementia or a long standing illness caused by heart attack (source: POPPI)**



## Section 4: DIVERSE USER NEEDS

### 4.1 Older People

The process of ageing does not follow a linear pattern but people can be broadly differentiated as:

- **Entering old age:** This group can be as young as 50 years or have reached official retirement age. Most are active and independent and remain so for many years.
- **In transition:** This group tend to be in transition between a healthy active life and frailty.
- **Old and frail:** This group are highly vulnerable and can potentially have a range of conditions including falls, stroke, dementia, depression etc.

As such, older people are not a uniform group and because their individual circumstances tend to shape their needs, these can be both broad and diverse. When asked, older people in Brent are very clear about what independence means to them and what factors help them to maintain it. At the heart of their sense of independence and well-being lies their capacity to make choices and exercise control over their lives. Accepting help with some aspects of their lives enables them to remain independent in others.

Older people are the greatest users of services and their needs can at times be complex and pose considerable challenges to Health and Social Care services. Older people in Brent constitute a significant proportion of people who require critical interventions like Reablement at the point of contact with services. They often require on-going care over an extended period to meet physical and mental health needs arising from disability, accident or illnesses. These can be provided in a variety of settings including hospital, nursing home or the individual's home.

Housing is a major determining factor of health and well-being, and older people's needs include design, security, comfort and equipment to enable them to continue living independently at home for as long as possible. A high proportion of older people who live alone in Brent own their homes and many describe themselves as "equity rich but cash poor". The effects of low in-come in old age have direct implications for choices in relation to nutrition, energy use and housing. Many households have no central heating and the take up rates for home improvement grants is historically low.

Although many of Brent's older people are active, emergencies can often impose complications and hence the need for urgent, reactive support. Hospital admissions and attendance levels at local accident and emergency units are high and have been consistently rising over the past few years.

Current trends show that many older people are increasingly developing the condition known as dementia. For more details please see the Mental Health section of this report.

A growing and ageing local population means that service demands are likely to increase in the future and long-term conditions such as diabetes will be more prolonged. Supporting older people to remain living independently under such circumstances is also likely to mean that individual needs will become increasingly more diverse and complex.

## 4.2 Learning Disabilities

Disability can be defined as “*A physical or mental impairment, which has substantial and long-term adverse effect on a person’s ability to carry out normal day to day activities*” Disability Discrimination Act 1995. Learning disabilities or learning disorders are an umbrella term for a wide variety of learning problems. A learning disability is not a problem with intelligence or motivation, rather people merely see, hear, and under-stand things differently. This can lead to difficulties with learning new information and skills, and putting them to use. The most common types of learning disabilities involve problems with reading, writing, maths, reasoning, listening, and speaking.

The number of people with severe physical and learning disabilities is expected to increase further in the future as medical advances mean that more people with a disability survive into adulthood. Approximately 1,000 people in Brent have a severe learning disability and 8,000 have a mild to moderate disability.

Many people in the borough who have mild to moderate learning disabilities may not be known to council services, and may not need very much additional support beyond their immediate family, friends and social net-works. However without information about and access to services in times of crisis, needs can quickly escalate to the point where individual support networks break down.

In recent years considerable progress has been made to improve access to information and quality of life for those with learning disabilities. However many report they are often the target of hate crime, that they are dependent on very limited and expensive transport to get around, and that being lonely is one of the things they fear most.

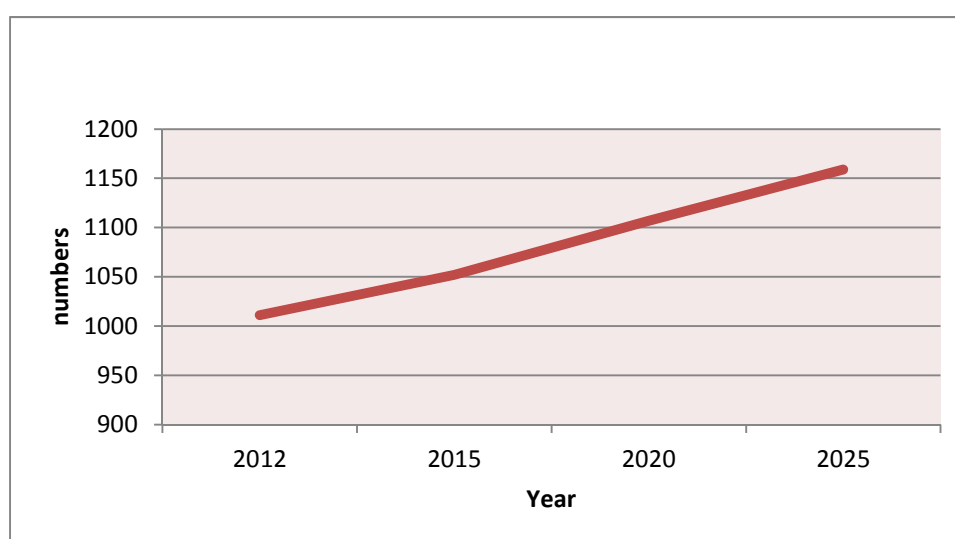
Brent Council is believes that people with learning disabilities and their families have the same human rights as anyone else. As such, we believe that people with learning disabilities should have choice and control over the way they live and be supported with dignity and respect.

Therefore our services are de-signed to support and enable vulnerable residents to participate in all aspects of community life, including work, education, travel and secure access to local services and social networks.

People with Learning Disabilities have particular health risks:

- The prevalence rate of epilepsy has been reported at 22%, compared to 0.4% - 1.0% for the general population.
- The prevalence rate of schizophrenia is 3% compared 1% for the general population.
- People are more likely to have a vision impairment compared to the general population, and approximately 40% have a hearing impairment.
- People have substantially lower bone density compared to the general population and as such are particularly susceptible to sustain fractures throughout their lifetime.
- People with learning disabilities are much more likely to be either underweight or obese, compared to the general population.

**Brent moderate or severe learning disability number projections  
for people aged 18 – 64 (source: PANSI)**



## 4.3 Physical Disabilities

Physical impairment refers to a broad range of disabilities which include orthopaedic, neuromuscular, cardio-vascular and pulmonary disorders. People with these disabilities often use wheelchairs, crutches, artificial limbs etc. to obtain mobility. Physical disability can either be congenital or the result of injury, muscular dystrophy, multiple sclerosis, cerebral palsy, heart disease etc. Less visible disabilities include conditions such as pulmonary disease, respiratory disorders, and epilepsy.

Although the causes of disability are broad and diverse, many people with physical disabilities face similar difficulties when going about their daily activities:

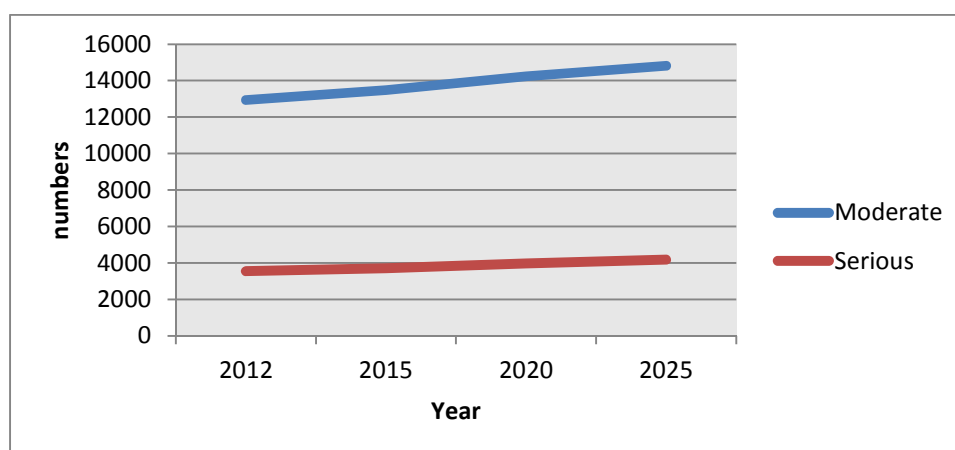
- Inability to gain access to buildings
- Reduced hand-eye co-ordination
- Impaired verbal communication
- Reduced physical stamina and endurance

Brent Council passionately believes in the value of diversity and the importance of social inclusion. In Brent a variety of service challenges exist for adults with physical disabilities.

- The pressure on housing costs directly impacts the availability of independent supported living accommodation.
- The difficult economic climate, and resulting reduced government funding and inflationary pressures, negatively impact on the costs of complex and personalised equipment.
- The impact of an aging population places additional pressure on budgets to fund long-term support.

Brent's local policy to provide intermediate care (Reablement) is designed to support people with disabilities to remain independent and at home. Routine use of personal budgets and support plans means that care packages are tailored to meet individual needs and regular reviews ensure that levels of support remain appropriate and cost effective.

**Brent moderate or serious physical disability number projections**  
for people aged 16 – 64 (source: PANSI)



Recent changes to the benefit system such as the move from Disability Living Allowance to Personal Independence Payments are likely to have a direct and potentially negative impact on those who have physical and/or learning disabilities. For example, the rising pressure on local

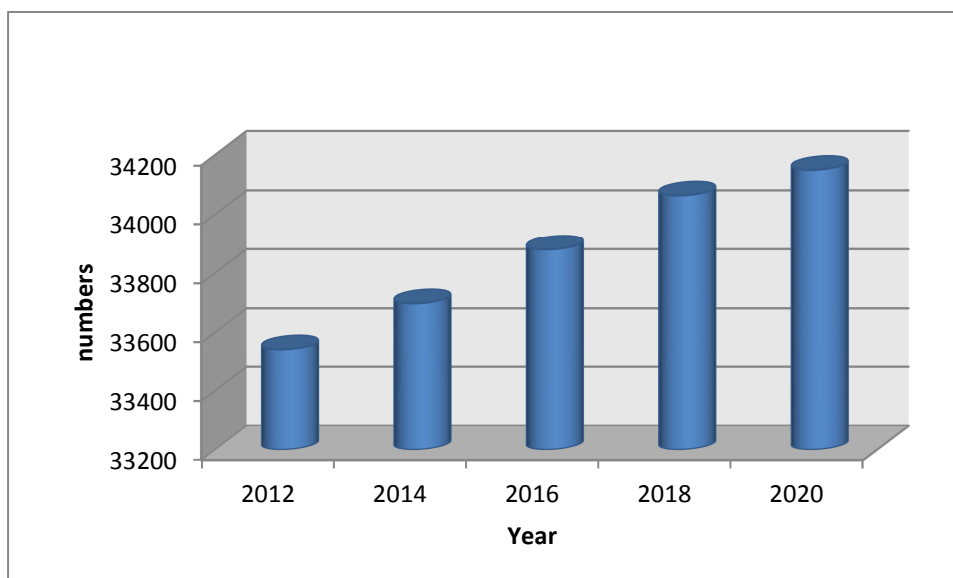
housing costs is already showing signs of having a negative affect on the availability of affordable housing and independent supported living in the borough. And whilst the Council is working hard to identify those at risk and mitigate the impact for existing service users, the long-term effect of these national changes is impossible to predict at a local level with any degree of certainty at this juncture.

## 4.4 Mental Health

Brent Mental Health Service (BMHS) was established in 2001, bringing together mental health services previously provided by the council's Social Services department and Central and North West London NHS Foundation Trust. The service provides support to residents aged 16 and over who have substantial or critical mental health needs. Those who are eligible for support receive access to assessment, care management, social care support and accommodation services.

In 2010/11 there were 16,574 Brent patients aged 18 and over on GP practice registers with a diagnosis of depression. The aim of primary care teams working with specialist community mental health teams is to provide multi-disciplinary support to individuals with serious mental illness to keep them well at home and to avoid admission to hospital. Other important issues include supporting service users with housing needs, employment and providing support to carers.

**Brent residents aged 16 – 64 predicted to have a common mental health disorder** (source: PANSI)



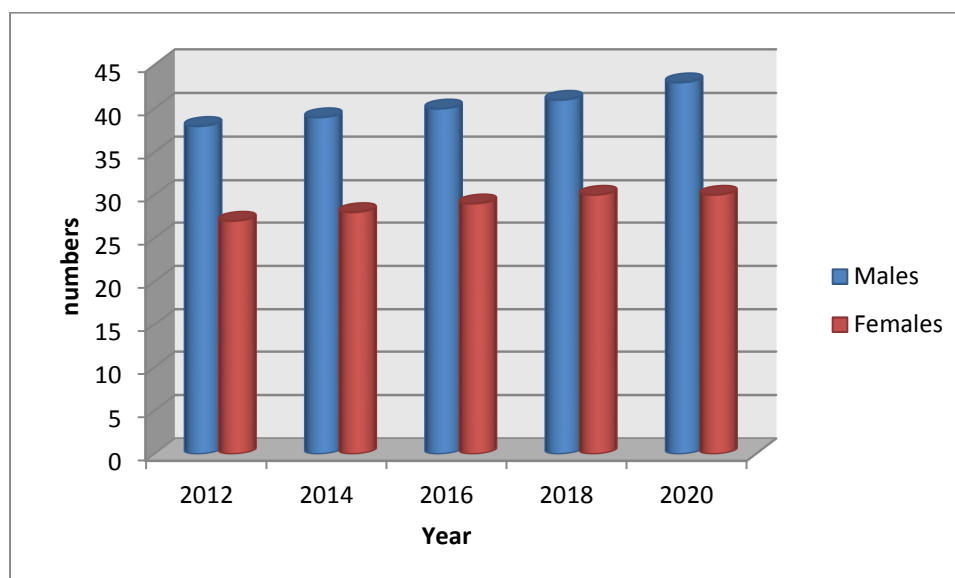
### 4.4.1 Dementia

Dementia is one of the most important health issues we face as the U.K.'s population ages. The number of people who develop Dementia in the U.K. is expected to double in the next 30 years to 1.4 million. The term 'dementia' is used to describe a number of illnesses which result in the

progressive decline of multiple areas of function such as memory, reasoning, communication and skills needed to carry out everyday activities. Those who have Dementia may also develop behavioural and psychological symptoms such as depression, psychosis, aggression and wandering. Dementia is a terminal condition, but people can live with it for 10-12 years following diagnosis. Dementia rates in Brent are consistent with European averages. Our aim is to help those who have Dementia to:

- Enhance their quality of life, health and wellbeing.
- Promote their independence.
- Promote choice and self-direction through personal budgets.
- Promote social inclusion.
- Ensure equality of access to primary care, community and secondary care services.

**Brent residents aged 30 – 64 predicted to have early onset dementia** (source: PANSI)



## 4.5 Alcohol and Substance Misuse

Substance misuse treatment services in Brent are commissioned via Brent Drug and Alcohol Action Team (DAAT) to address the complex health and social care needs of those who are directly affected by problematic drug and alcohol misuse. Brent takes an integrated approach to alcohol and substance misuse, because the behaviour is often driven by multiple and complex influences. As such, an integrated approach directly addresses the individual's health and social care needs, but it also addresses the wider social impact on the local community in relation to public health, community safety, offending behaviour, acquisitive crime (robbery, burglary etc.), violence, disorder, anti-social behaviour etc.

Treatment services and interventions in Brent operate 7 days a week supported by a 24/7 helpline. Services are delivered through the Brent Treatment Sector, which is a partnership comprising Brent Adult Social Care, Central & North West London Mental Health NHS Foundation Trust and a variety of third sector charities e.g. Addaction, CRI-Brent, EACH-Brent, WDP-Brent and Turning Point. Treatment is provided across 4 dedicated sites within the borough, including Cobbold Road Treatment and Recovery Service, Junction Service Station Road, Craven Park and Wembley Centre for Health and Care. It is also provided via 37 GP Practices and collectively the service helps to deliver:

- Treatment and Recovery services.
- Clinical interventions and Prescribing Services.
- Abstinence-based structured day programmes.
- Outreach and engagement.
- Criminal Justice interventions.
- Housing and Care Management services

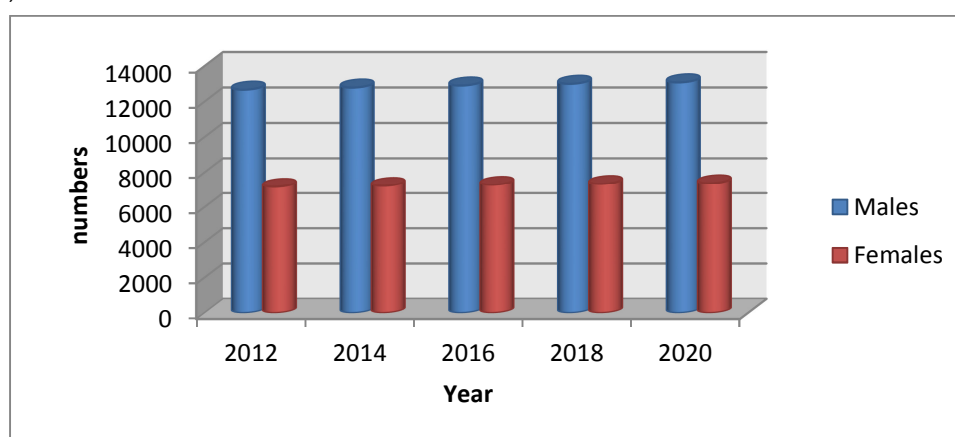
Brent has among the highest number of successful completions compared to other London DAAT partner-ships and is nationally amongst the top 20% for the volume successful drug treatment completions. As a proportion of the total number of exits from treatment, 60% are successful completions, compared to the national average of 47%.

#### Percentage of people predicted to have a dependency (source: PANSI)

Dependency	Males	Females
on alcohol	8.7%	3.3%
on illicit drugs	4.5%	2.3%

#### People aged 18-64 predicted to have a drug or alcohol problem, by gender, projected to 2020

(source: PANSI)



## 4.6 Sensory Impairment

Sensory impairment is when one of our senses - sight, hearing, smell, touch, taste and spatial awareness - is no longer functioning normally.

There are between one and a half and two million visually impaired people in the UK. The term 'visual impairment' refers to people with irretrievable sight loss and covers a wide spectrum of different impairments. It does not include those whose sight problems can be corrected by spectacles or contact lenses, though it does include those whose sight might be improved by medical intervention.

Only about one in five registered blind people can be described as seeing nothing at all. Many technically blind people have some useful perception of light and shape. The level of a person's visual impairment may vary according to lighting conditions and from one day to the next. It may be an unchanging condition or it could be one that is gradually deteriorating. A leading cause of vision impairment and blindness is age-related eye disease, macular degeneration, cataract and glaucoma. Other eye disorders, eye injuries and birth defects can also cause vision loss.

Hearing impairment refers to both complete and partial loss of the ability to hear. Common causes include exposure to excessive noise, head or ear injury, ageing, as well as a variety of infectious diseases such as meningitis, measles, mumps and chronic ear infections.

Dual sensory impairment or 'deafblindness' is the combination of both hearing and sight impairment. It is not necessarily a total loss of both senses; in fact the majority of dual sensory impaired people do have some degree of sight and/or hearing. With a single sensory loss, the person normally relies on the other sense to compensate. However, with both senses lost a unique disability emerges which requires specialist support. Dual sensory impairment is an extremely complex disability that often requires specialist communication methods and systems being introduced to the person and those around them to enable communication to take place.

Departmental referrals can either come through the council's contact centre or directly from specialist eye hospitals. Brent Social Services does not categorise people by their disability, rather we focus on their abilities and seek to meet their individual needs. The range of needs can be both broad and diverse, and relate to access, mobility, social care, housing or other aspects of daily living. As such, we do not have a standard procedure for people who have a vision, hearing or dual impairments, but prefer to tailor our response to individual circumstances.

The department employs dedicated specialists to support individuals which broadly include:

- **Concessionary Transport Schemes** - Blue Badge, Freedom Pass and Taxicard, for which all blind or partially sighted and profoundly deaf people qualify.
- **Prioritising Needs Assessment** - to identify support needs for those struggling to meet the demands of daily living.
- **Drop-in Sessions** - we run weekly drop-in sessions for anyone with a profound hearing impairment. This service provides advice and information, sign posting, telephone communication support as well as specialist equipment such as 'minicom' to assist those with communication difficulties.

## **Section 5: OUR SERVICES**

Since 2010/11, Adult Social Care has made sustained efforts to modernise and improve services. Our operating philosophy is characterised by:

- Preventing demand for public services
- Ensuring early intervention and a more personalised approach to meeting needs in the first place
- Doing more to support independence and resilience and recognising people's strengths and social networks
- Integrating services around individuals, through Personal Budgets and ensuring people have choice and control
- Embedding co-operation, collaboration and partnership as a way of thinking and acting
- Exploring the potential of different structures of delivery and governance to establish new and more effective and efficient ways of working
- Promoting dignity in care to prevent abuse and responding effectively when abuse happens.

### **5.1 Single point of contact**

Access to our service and those provided by our partners is managed through a single contact point, Brent Customer Services, which serves as a 'one stop' service. All calls are initially screened and provisional service requirements are identified. Callers are then either sign-posted appropriately or referred to specific services, such as the Reablement service.

### **5.2 Hospital Discharge Service**

Our Hospital Discharge team play a pivotal role in our efforts to support individuals following hospital discharge. They work closely with our NHS partners to ensure that patients are discharged from local hospitals in a planned and co-ordinated way to facilitate safe and smooth assimilation back into the community.

### **5.3 Reablement Service**

Our Reablement team provides carefully planned, short-term, intensive homecare support to help individuals recover from a period of illness and help to restore their self-confidence and independence by supporting them to carry out daily living functions like eating, washing etc. We also offer an enhanced Reablement service for those with more complex needs. Depending upon the nature of their illness, people may need to re-learn old skills or develop new ones to do things in a different way. Reablement is free to those identified as having eligible needs and can last for a period of up to six weeks. This intensive short-term support gives them the time and support they need to recuperate and adjust to their new circumstances as necessary.

## **5.4 Support Planning and Review Service**

We believe that self-determination is vital if the experience of person-centred care is to be truly meaningful. Person-centred care puts people firmly at the centre of the support planning process so they genuinely feel the ability to plan and shape their care and support needs. In doing so the Support Planning and Review teams give people choice and control to plan their route to recovery or manage an on-going health condition in their own unique way.

We passionately believe that everyone can be supported to have quality of life, regardless of their circumstances. We also believe that the most sustainable route to personal independence is to encourage people to do things for themselves, either by learning to regain old skills or to develop new ones. This not only helps to build confidence and self-esteem but personal resilience also. Setting goals and evaluating outcomes helps us determine how well support has improved people's quality of life and is therefore integral to the support planning process.

## **5.5 Transitions Team**

From April 2012 the Transitions team was integrated within Adult Social Care. The team supports young people from 14 up to the age of 25. Previously the Transitions team was within Children's Services and supported young people aged 14-18. The move to Adult Social Care means we are in a better position to provide a seamless service, and support young people and their families to put in place plans for adulthood. The focus is on the transitional journey the young person takes over time and lifetime planning, rather than sudden changes at the age of 18.

## **5.6 Direct Services**

Direct Services provides day and residential care services for the local community, particularly older people, those who have physical disabilities and those with learning disabilities. At Brent we are committed to the personalisation agenda and have taken a preventative approach to helping individuals live independent and fulfilling lives. Following national and local consultation on this issue it became clear that two significant changes were needed to improve outcomes for service users and carers alike.

- I. People needed a wider range of options to choose from and these options needed to include both specialist (sometimes building-based) and mainstream (in and within the community) services.
- II. In order to create this choice, Brent needed to focus more on commissioning and developing new services in the community and less on delivering traditional building-based services themselves.

In response to these needs our Direct Services were re -designed to create more personalised and community-based services. 2012 saw the completion of the John Billam centre, Brent's new state of the art facility specifically designed to meet the needs of local disabled people. In Brent 4.7% of residents define themselves as permanently sick or disabled and, as 86% of all adult social care service users live in the community, this new resource is highly valued by all stakeholders. The new facility is helping to develop personal independence and the programme of activities is designed to build and enhance individual life skills.

## 5.7 Integrated Commissioning

Integrated commissioning is strategically important because the team work closely with key partner organisations, providers and community groups to identify local care needs in the borough and commission and contract for the support and services needed to meet those needs – the immediate and planning for future needs. More specifically, the Integrated Commissioning function is responsible for the commissioning, contracting and purchasing of support and services. They are also responsible for contract monitoring and quality assurance of the support and services purchased to ensure they meet quality standards and deliver value for money. As such, user and carer engagement is essential because they are best placed to highlight gaps, test support and services and make recommendations for improvement.

## 5.8 Safeguarding

All the department's activities are underpinned by our enduring commitment to protect vulnerable people from abuse. The Department of Health (2000) defines abuse as "*a violation of an individual's human and civil rights*" and the Council supports the following principles set out in their guidance document 'No Secrets':

- Safeguarding must be built on empowerment or listening to the victim's voice.
- Everyone must help to empower individuals, but safeguarding decisions should be taken by the individual concerned.
- Safeguarding adults is not like child protection and adults should not be treated like children.
- The participation/representation of people who may lack capacity in some aspects of their lives is an important aspect of ensuring that as much choice and control is offered to the adult at risk.

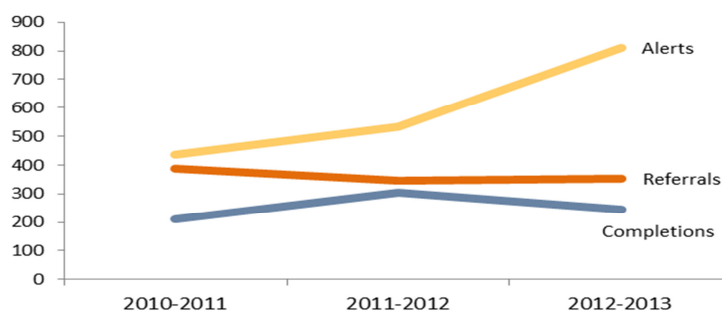
Through Safeguarding we strive to reduce the potential for abuse and prevent it from re-occurring. Abuse can take many forms:

- **Physical abuse:** hitting, pushing, shaking, misusing medication, withholding food or drink; force-feeding.

- **Sexual abuse:** rape, sexual assault, or sexual acts to which the person has not or could not have consented.
- **Psychological or emotional abuse:** threats of harm or abandonment, being deprived of social or other form of contact, humiliation, blaming, controlling, intimidation, coercion, harassment, verbal abuse etc.
- **Financial or material abuse:** theft, fraud or exploitation, pressure in connection with wills, property, or inheritance, misuse of property, possessions or benefits.
- **Institutional abuse:** can sometimes happen in residential homes, nursing homes or hospitals when people are mistreated because of poor or inadequate care, neglect and poor practice.

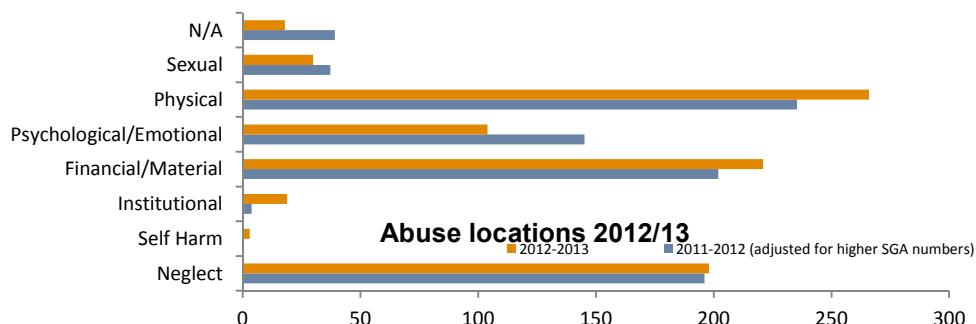
Those who need safeguarding are often elderly and frail, living on their own in the community, or without much family support in care homes. They are often people with physical disabilities, learning difficulties or mental health needs at risk of suffering harm both in institutions and in the community. Brent takes a multi-agency approach to abuse and adopts preventative strategies through our person-centred services. We also collaborate with customers to empower them to make choices and manage risks, which helps inspire confidence and prevent crises from developing.

**Safeguarding alerts, referrals and completions trend 2010-13**



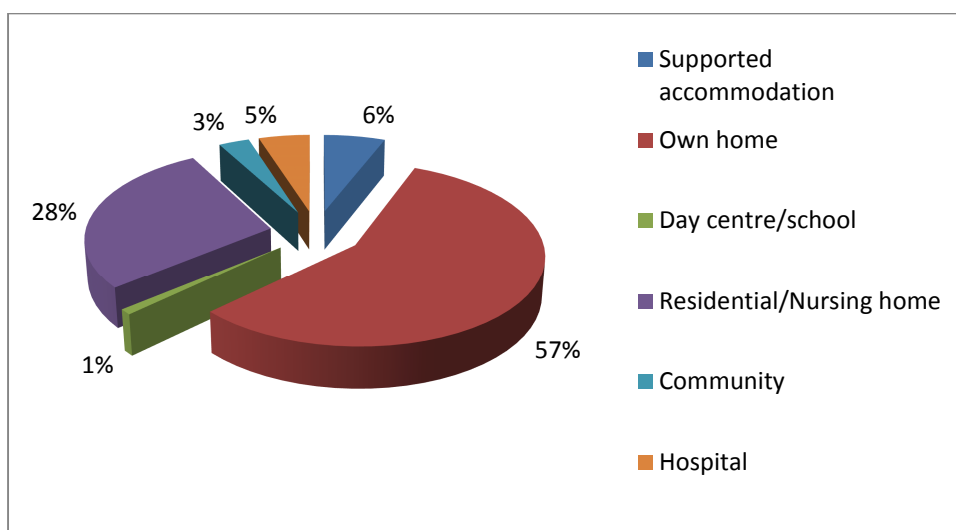
In 2012 the Council held a promotional campaign across the borough to raise awareness of Safeguarding. The success of this campaign is evidenced by the increased number of alerts this year and the fact that the number of actual referrals (following the screening process) have remained consistent since 2010. Physical abuse, financial abuse and neglect are the most common types in Brent and this year instances of emotional abuse reduced.

**Trends in the types of abuse reported**

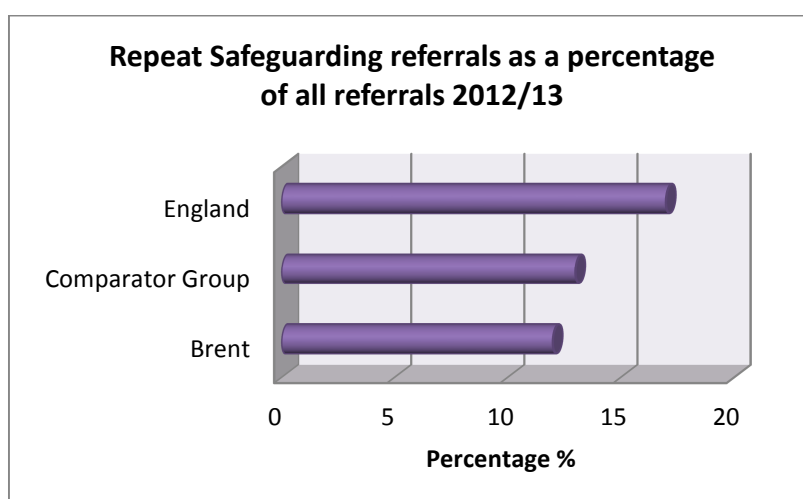


**Abuse locations 2012/13**

2012-2013 2011-2012 (adjusted for higher SGA numbers)



Safeguarding is a critical aspect which underpins everything that the Adult Social Care service does. The volume of repeat safeguarding referrals provides a good measure of how successful the service is in taking effective action to deal with referrals.



## Section 6: CARER SUPPORT

Carers play a pivotal role in helping us to support and safeguard vulnerable adults and without them many service users would not be able to continue to live independently. Carers are often quite literally a lifeline, particularly for those individuals who have complex needs or conditions. A carer is someone who spends a significant portion of their time providing unpaid support to family members or friends who are ill, frail, disabled, have poor mental health or substance misuse problems. Carers help people they care for to deal with and manage problems in a practical way and also offer emotional support. Their responsibilities may be for short periods of time or in many cases over the course of a life-time. The condition of the person they care for can often be susceptible to change regularly or periodically, and as such it can be difficult to predict the demands on the carer.

People can find themselves in a carer role without warning as a result of an accident or sudden illness or the role can slowly evolve as the condition of the person they care for progressively deteriorates over time. Carers can also be much less directly involved in care by merely supervising someone they care for from a distance to help keep them safe and independent.

Carers provide care and support to a diverse range of people including older people, adults and children with physical and/or sensory disabilities, learning disabilities, mental health and substance misuse issues. While caring can be rewarding, it can also be exhausting both emotionally and physically. Caring responsibilities can involve all or a variety of the following, depending upon individual needs:

- **Physical care**—bathing, washing, dressing and toileting.
- **Physical help**—getting in and out of bed, walking, getting up and down the stairs.
- **Practical help**—administering medicines, shopping, preparing meals.

- There are currently 26,600 known carers in Brent or 9% of the borough's overall population.
- 7,888 carers are providing between 20-50 plus hours of care each week.
- 3,333 (2%) carers of working age are providing more than 50 hours of care per week.
- 1,023 young carers (aged between 10 and 17) are providing between 1 and 50 hours of care a week to a parent, sibling or relative.
- 14% of known carers are of working age (18-65) and provide between 1 and 19 hours of care each week.
- 10,499 carers of working age are female and 7,853 carers of working age are men.
- 3,402 carers aged 65-90 plus years provide between 1-50 plus hours of care each week.

Source: Brent Carers Strategy 2012-2014

Carers are usually unpaid and the job may be 24 hours per day, 365 days per year. As such carers can face multiple disadvantages including social isolation, mental stress and ill health. They can also have long-term poverty resulting from the high costs associated with caring and reduced income deriving from the need to become full or part-time carers. Many often need additional support to enable them to balance their caring responsibilities with other commitments and responsibilities such as work, education, training and family life. Carers' needs can vary and support includes:

- Services which are tailored to individual needs.
- Opportunities to take flexible breaks from caring.
- Relief cover to enable carers to fulfil other responsibilities.
- Practical advice and support to enable them to cope with their caring responsibilities.
- Involvement in planning services.
- Periodic review of needs.

We recognise and value the contribution that carers make, particularly because we know that their knowledge and experience makes them well placed to provide the best care for those they support. As such, carers are critical partners in the delivery of care and support. However whilst we aspire to create and sustain an environment which enables carers to feel supported in their role, feedback from a variety of sources tells us that Brent does not perform well in this area. This is partly due to the fact that up until now service users have tended to be the main focus of our attention, but it is also because people tend to drift into the role and as such family, friends or neighbours often fail to recognise or identify themselves as carers. Historically this situation has been exacerbated by the fact that we did not have a co-ordinated approach to supporting carers.

Last year, in an effort to redress this, we have been working closely with Brent Clinical Commissioning Group on a series of joint initiatives. For example, we commissioned the Brent Carers Hub. This is a 'one stop' service to provide carers with access to the information, advice and support they need or be sign-posted appropriately to organisations in the borough who can provide support. In 2013/14 we will continue to make this a priority. We are already working closely with GPs, who are proactively identifying carers and ensuring they are aware of the support available to them, and we are supporting the Clinical Commissioning Group to provide respite support for carers who would not be eligible for adult social care support. Building on all of the above we will implement a new approach to supporting carers through our assessment and care management team, to ensure the advice, information and support is consistent wherever a carer seeks help, and helps carers to achieve a balance between their caring responsibilities and other commitments, and ultimately to improve their quality of life.

## **Section 7: OUR PARTNERS**

### **7.1 Partnership Working**

Health and social care are inextricably linked and as such our Adult Social Services are critically dependent upon a variety of key partners. Without the support of a broad and diverse range of providers we would not have the capacity to deliver the range and quality of services to our residents. Collectively this network provides support to people who find everyday activities difficult to manage. We provide advice and support to:

- Older people who are having difficulty looking after themselves at home.
- People with a disability who need advice and support.
- People who are unable to look after themselves properly.
- Carers who need assistance with caring for a vulnerable adult.
- Vulnerable adults who need protection because they are frightened or worried by something.
- Vulnerable adults who lack capacity to manage their own affairs.

### **7.2 Safeguarding Adults Board**

Delivering care to our more vulnerable residents requires the Council to adopt a lead role in bringing together the knowledge, skills and resources of a diverse range of partners from local statutory, public, independent and voluntary sectors. This partnership routinely collaborates to promote inter-agency co-operation and co-ordination of all safeguarding work in the borough. The partnership is strategically managed through Brent's Local Safeguarding Adults Board, which directs monitors and quality assures performance as well as develops policies, processes and good practice initiatives.

### **7.3 Health and Wellbeing Board**

The Health and Wellbeing Board draws together representatives from public, private, voluntary and community sectors across the borough. This board is strategically responsible for health and wellbeing and works to reduce the current burden of preventable health and social care needs as well as the health inequalities that currently exist within the borough. The board uses its strategic influence to improve quality of life for all Brent residents, promote well-being by tackling discrimination, disadvantage and social exclusion, and deliver accessible, high-quality and efficient services based on local needs. Brent's Health and Wellbeing Strategy 2012-15 offers a good example of the Council working in partnership with the NHS to evaluate local needs and provide strategic focus for improving health outcomes for the local community. We are also actively

participating in a new multi-agency Integrated Care pilot project, which is designed to improve care pathways for those with high levels of need for diabetes and elderly care.

## 7.4 Learning Disability Partnership Board

The Department of Health's three year strategy Valuing People Now (2009) advocated the setting up of a local Partnership Board in order to take a strategic approach to:

- Help decide what services are needed for people with learning disabilities in the local area.
- Regularly evaluate how well these services are working.

In response to this the Learning Disability Partnership Board was set up. This group meets every two months to talk about opportunities for greater social inclusion as well as the local support mechanisms in place. Its purpose is to work in partnership with carers, people with learning disabilities and local agencies to improve their quality of life within the borough.

## 7.5 Service User Engagement

In Brent consultation is integral to service planning and we routinely consult with service users and carers as well as other stakeholders. Consultation exercises reveal that users and carers want:

- Better quality and access to services, particularly GP and out of hours services.
- Better communication between service providers.
- More information to support people's choices and control over their health care arrangements.
- More advice about how to be healthy, including details about the range of activities available in the local area.
- A more holistic approach to service provision and design.
- More culturally appropriate services, particularly for black and minority ethnic communities, people with disabilities and other hard to reach groups.

## 7.6 Forums

For Brent Adult Social Care, creative communication and engagement with service users and the general public has been a particular priority during the past year. We are committed to working with our service users and carers to find creative solutions: engaging with them is a key step in this approach. Brent has a broad and diverse range of community engagement forums to facilitate access and dialogue with the local community:

- **Area Consultative Forums** - There are currently 5 forums which provide an important opportunity for members of the public to access, participate in and influence the council's

decision-making process and those of partner organisations. These are chaired by a local councillor and assisted by a lead manager.

- **Brent Disabled User Forum** - This group provides a focal point for disabled people and mental health service users, their carers, advocates, service providers, advisors, council officers and members as well as representatives from voluntary organisations and community groups to meet regularly and exchange viewpoints as well as learn from others experience.
- **Brent Pensioners Forum** - This group provides a focal point for older people, their carers and other stakeholders to regularly meet and discuss council policy and local issues which may affect older people in the borough. The group is also used as a formal point for consultations and offers the opportunity to raise awareness and identify concerns.
- **Brent Care Connects** - This online forum is entirely service user-led, both in its design (through consultation with service user engagement groups) and delivery (through local champions). It provides an opportunity to connect users digitally, extending the reach of ASC into the digital 24/7 world, and combats social isolation in a creative and innovative way.
- **Focus Groups** - As part of our service modernisation programme we have held a number of focus groups to help plan the changes. These meetings offer a valuable opportunity to explain the rationale behind proposed service changes and enable users and carers to understand and discuss the implications. The feedback is then used as a basis for reviewing and refining final decisions.

In 2013 we have committed to a programme of community engagement activities designed to promote issues which are of critical importance to our service users. For example, the Brent 'Hidden Heroes' event was delivered in collaboration with local partners and designed to celebrate the diverse talents of people with Learning Disabilities who live in our community. However events represent just one channel of engagement. We have also delivered several multi-channel communication campaigns e.g. our Safeguarding Awareness campaign which utilised powerful images to raise awareness of the abuse of vulnerable adults and how to report it. Mediums such as bus advertisements, billboards, posters, leaflets, social media, national online publications, blogging etc. reinforced the message that Brent takes a zero tolerance approach.

## 8: Surveys

### 8.1 Carer Survey 2012

Every two years the Council conducts a Carer Survey. The latest one in 2012 received a 44% response rate, compared to 37% in 2010. Key findings include:

- 78% said they share accommodation with the person they care for.
- 47% said they were 'very satisfied' or 'fairly satisfied' with the service and support they received within the past 12 months, which represents a drop of 8% from the 2010 survey.
- 23% felt they have as much control as they want over their life, 61% felt they have only some control and 17% felt they have no control. These findings are broadly comparable to the 2010 survey
- 31% said they found it 'easy' or 'fairly easy' to find information and advice about support services and benefits, which compares unfavourably to 44% in 2010. 39% found it 'difficult' or 'very difficult' compared to 32% in 2010, while 30% had not sought any support over the past 12 months which is a slight increase from 24% in 2010.
- 17% said they themselves had a long-standing illness.
- 23% said they felt they neglected to look after themselves, which is broadly comparable to 24% in 2010.

It should be noted that these findings are from the period before the Carers Hub went live in February 2013. The Carers Hub represents a significant change in the support we (Brent Council and the Clinical Commissioning Group) provide to carers. However, we recognise that there is more work to do which is why carers will continue to be a priority for Brent Council and the CCG, and why we will work together to proactively identify carers and provide better information, advice and support for them. Our new Service User and Carer Engagement strategy, and the work that service users and carers are doing to deliver the strategy, will give a strong voice to carers and ensure they help us shape the direction of travel for Adult Social Care. Carers are key partners and we will strive to ensure they are well placed to look after their own individual health needs as well as those they care for and in doing so strengthen local community resilience.

### 8.2 Adult Social Care Service User Survey 2012

Every year the Council conducts an Adult Social Care survey. This year's survey received a response rate of 28%, which compares favourably to 22% in 2011, however this remains low compared to other London boroughs. This postal survey samples approximately 1,000 clients from

all client groups as part of the Health and Social Care Information Centre (HSCIC) annual returns. Clients receiving community based services, residential care and nursing care services are included in this survey. Local analysis and key findings include:

#### **Satisfaction with services:**

- 83.3% of all respondents said they were '*extremely*' or '*very satisfied*' (48%) with the care and support services they receive while 35.3% said they were '*quite satisfied*'. This is an increase of 5% on 2012/13
- 89.2% of Learning Disability respondents said they were '*happy with the way staff help*' them, compared to the London average of 84.6%.

#### **Perceptions of choice and control:**

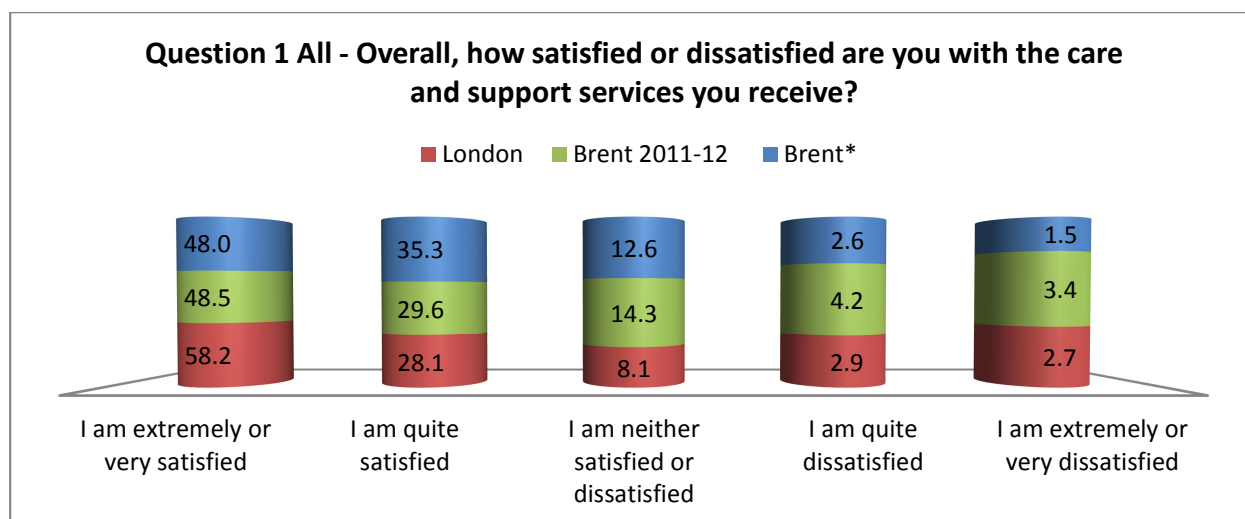
- 64.7% of all respondents said that they '*as much control*' or '*adequate control*' over their daily lives, compared to the London average of 70.7%. However,
- 82.9% of all respondents said '*care and support services help them to have control over their daily life*', which is in line with the London average (82.9%).

#### **Perceptions of safety:**

- 89.3% of all respondents said they feel '*as safe as I want*' or '*generally safe but not as safe as I would like*', which is broadly in line with the London average of 90.9%.

#### **Quality of Life:**

- 92.4% responded positively about their 'quality of life'. 55.8% of all respondents said their life in general is either '*so good it could not be better*', '*very good*', or '*good*' while 36.6% said it was '*alright*'. This total is slightly above the London average of 57.2% and 30.5% respectively (total 87.7%).



Source: Brent's annual Adult Social Care Survey 2013

## Section 9: STRATEGIC PRIORITIES FOR 2013/14

### 9.1 Core Objectives

As this report has highlighted, there are not only a number of significant pressures on the service, but there is also significant change being developed at a national for implementation in April 2015. In order to maintain a strong focus on outcomes for the people of Brent, the department is focused on four key objectives:

- Prevention: a strong focus on information, advice and guidance which enables people to make informed choices and take personal responsibility and maintain their independence
- Early intervention: to provide people with intensive short-term assistance so they can regain and sustain their independence, where it is safe to do so
- Personal Budgets and Choice and Control: to ensure that those who require on-going assistance have access to practical support, which is tailored to suit individual needs and is designed to maximise independence now and in the future
- Ensure there is more support for carers, evidence from the recent Carers survey and national performance indicators is clear that this is an area we need to focus on, and
- Zero tolerance of abuse: To help people avoid abuse and ensure we respond swiftly and effectively should it occur.

### 9.2 Improving Health and Well Being

As part of the Health and Well Being Strategy and as set out in the Brent Borough Plan, the department has a number of priorities:

***Reduce the number of people living in residential care.*** Brent Council is committed to working with external partners to develop alternatives to residential care provision for older and disabled people. This priority recognises the on-going cultural change required across health and social care services to promote new and creative ways to help people to live at home. It also recognises the need for a step change in the accommodation available in the borough. For example, there will need to be a substantial increase in the number of extra care units (specifically designed accommodation which has care on site) to provide people with alternatives to living at home or going into residential care.

***Ensure that every service user has the option of self-directed support in Adult Social Care to ensure they can maximise independence and personal choice.*** All service users have a Personal Budget in Brent, but there is more work to be done to ensure that people have control over

how that personal Budget is spent. We have to work harder to remove the barriers to people taking control and exercising their choices. One of the ways in which we will do this is to increase the proportion of service users receiving direct payments by 10%.

***Implement a new operating model for Brent Mental Health services.*** Last year we carried out a comprehensive review of our Mental Health offer and concluded there was scope to improve some aspects of the service and build closer alignment within the partnership. Therefore, it is crucial in 2013/14 to improve existing working practices and processes, and evaluate how we can move towards a new operating model of community-based provision which is focused on prevention and person centred support, which facilitates greater independence, choice and control. It is also important that Brent Council sets a positive example in relation to Mental Health, which is why we have signed up to the 'Time to Change' pledge.

***Develop a more efficient model for future delivery of adult social services, including a single point of access (across health and social care) for rehabilitation and Reablement options for adult social care service users.*** At the national level the implementation of the Health and Social Care Act 2012 and the imminent introduction of the Care and Support Bill will have a profound impact on the way health and social care services are managed and delivered in the borough. They also represent a considerable opportunity to achieve much closer integration between health and social care services, which should pave the way towards a much more co-ordinated and strategic approach to the design and delivery of care services in the borough.

***Improve the support available to Carers.*** The results from the Carer Survey 2012 show that Carers feel they need more support. The survey was carried out before the launch of the Brent Carer Hub, but it still highlights the need to maintain the focus on this local priority, particularly as the Care and Support Bill, which will be implemented in April 2015, will introduce new rights for Carers. Therefore, it is important that we build on the launch of the jointly commissioned Brent Carers Hub earlier this year, working closely with the Brent Clinical Commissioning Group to ensure that the Carers Hub delivers a step change in support for Carers in Brent. We will also need to work closely with GPs and ensure that our core assessment and care management services include Carers in a meaningful way that makes a difference to the quality of their lives.

## **9.3 How we will deliver this**

***Adult Social Care Strategy:*** Given the evolving health and social care landscape and the wider political, social and financial challenges which the Council is currently facing, it will become increasingly important to clearly articulate put vision for Adult Social Care in Brent for the service over the next five year period. This vision will need to be clear in scope and be supported by an

aspiration to build community resilience by enabling independence, choice and control. It must also articulate clear boundaries of mutual responsibility and reflect an approach to service delivery which is both affordable and sustainable for the longer term.

***Market development and management:*** In order to deliver we must work with our external partners and the full range of adult social care providers. Wherever possible we will seek to commission opportunities rather than conventional services, so that people can feel socially included, remain close to their communities and enjoy quality of life. We will design and deliver support services within a framework of shared responsibilities. Solutions will be co-produced and co-owned by both the local community and the Council. We recognise that everyone is an individual and as such we will encourage them to build on what they can do, instead of focussing on what they cannot do. The development of the local 'Market Position Statement' will be at the core of this. This statement will be driven by a thorough analysis of the drivers and barriers which shape the current local health and social care market. This analysis will then be used as part of a wider service user engagement strategy to identify and forecast future market needs. The Council will then be well placed to collaborate and consult with key partners and stakeholders to develop solutions which meet longer term needs in the borough. The principles that will drive this approach are:

***Service User and Carer Engagement:*** Engaging with service users and carers to identify existing gaps and review the quality of current service provision will also be critical in empowering local residents to help shape future service provision. This process will also help the Council to evaluate whether existing services are perceived as delivering value for money. It will also help to consider how we can support providers and local community groups to successfully deliver new models of support. The challenge for 2013/14 will be to encourage wider community participation in helping to shape local service provision and support existing to improve or new providers to develop high quality services which meet local needs now and in the future.

## **9.4 Reduced Resources**

The depressed economic outlook remains a cause for concern, not least because it is widely predicted to be prolonged. Therefore a key priority for the coming year will be to continue to maximise the use of our limited resources and work collaboratively to ensure maximum efficiency across the complete range of services. Maintaining a balanced budget will be a challenge in the context of rising demand for services, and the success of our modernisation programme to date means that we have no more scope to deliver 'more for less'. As such, the pressure to operate within the strict confines of limited resources while preserving front-line services remains acute.

## Section 10: FINANCIAL PERFORMANCE 2012/13

### 10.1 End of Year Out-turn

The 'Caring for our Future' White Paper (H.M. Government 2013) sets out a vision for a modern social service as a system that promotes people's wellbeing by enabling them to prevent or postpone the need for care and support. It also aspires to put them firmly in control of their lives so they can pursue opportunities, including education and employment, to realise their potential.

The need for the Council to balance rising service demands with diminishing resources is a constant challenge, which has dominated our strategic planning over recent years. The Council's finances are under constant pressure because of a variety of global risk factors.

- Reduced government grant has resulted in less funding being available to spend on or invest in services.
- The growing and ageing local population increases demand and prolongs support to those with long-term conditions.
- Poor lifestyle choices and person-centred care increases the complexity of individual support needs.
- Medical advances continue to improve survival rates with the result that the proportion of the population with disabilities continues to grow.
- New legislation is placing new statutory duties on councils to provide services to carers and individuals who fund their own care.

Individually each of these risks presents its own challenges, but collectively the inevitable conclusion is that our current operating model is unsustainable for the longer term. As such the department must constantly appraise its operating costs and review its policies to ensure that the services provided remain affordable and conducive to the Council's wider strategic objectives.

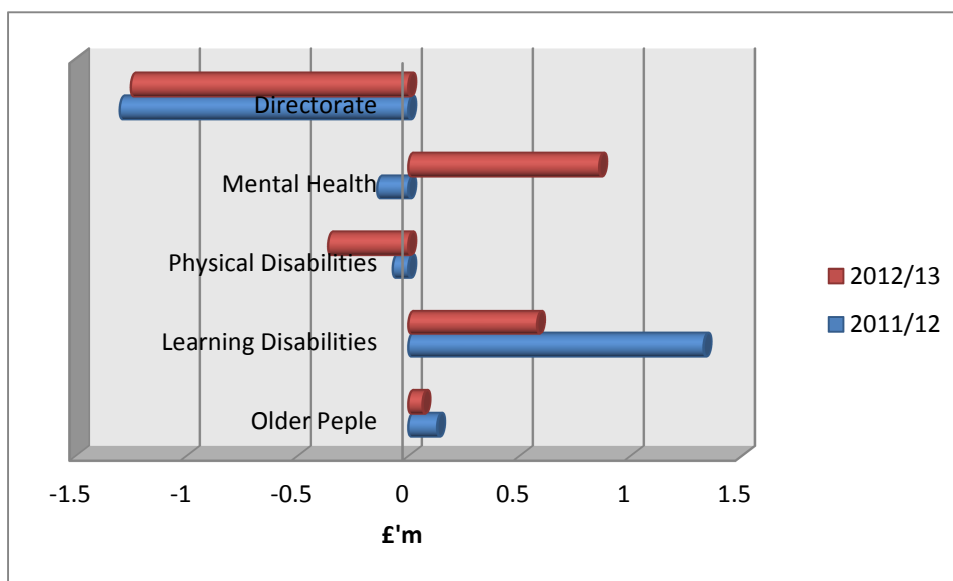
Delivering quality services at an affordable cost within the current financial framework has dominated our service planning activities during 2012/13, not least because the process is becoming ever more difficult. However our 2012/13 project programme has helped the department to deliver its efficiency savings targets of £2.412m. This was achieved mainly by redesigning and improving procurement processes and renegotiating contracts with providers. We also commissioned alternate services in some cases and consolidated all day centres into the new purpose-built John Billam Resource Centre. This new facility enables service users to access services in the community more independently as well as facilitating the learning of new life skills.

In 2012/13 Brent Adult Social Care underspent by £0.107m on a net budget of £91.0m, and compared to previous years it demonstrates the on-going improved performance delivered by this department.

End of year out-turns	2009/10	2010/11	2011/12	2012/13
Variance	£1.910m	£1.270m	(£0.050m)	(£0.107m)

Budget variance comparisons 2011/12 and 2012/13			
Variance by	2011/12	2012/13	Year on Year
Customer group	£'m	£'m	Movement £'m
Older People	0.130	0.064	(0.066)
Learning Disabilities	1.330	0.580	(0.750)
Physical Disabilities	(0.070)	(0.361)	(0.291)
Mental Health	(0.140)	0.860	1.000
Directorate	(1.300)	(1.250)	0.050
<b>TOTAL</b>	<b>(0.050)</b>	<b>(0.107)</b>	<b>(0.057)</b>

**Budget variance comparisons between 2011/12 and 2012/13**



The main areas of 2012/13 budget pressures were:

- ◆ Increased demand for services for Older People services of which nursing care is a significant element.
- ◆ Increased demand for Reablement to help avoid demand upon social care services.
- ◆ Young people transitioning from Children's Social Care to the Learning Disabilities services with high cost packages of care. The underling pressure and the specific area of concern related to Residential Care for clients aged 18-25.

## 10.2 Residential and nursing care placements

### 10.2.1 Expenditure Trends

From 2011/12 to 2012/13 there was a reduction in expenditure of 5.6% against a reduction in demand for residential and nursing services of 3.1% (reduction of 31 clients). The successful implementation of the Reablement service enables customers to remain living independently in their own homes and this equated to efficiencies of £1.09m in 2012/13.

Item	2010-11	2011-12	2012-13	Projections 2013-14
Residential & Nursing placement costs	£42.8m	£42.9m	£40.5m	£40.0m
Residential & Nursing customer numbers	991	1,016	985	998

The following table highlights efficiencies being made across all client groups since 2011/12 to 2012/13, with some of the average weekly costs reducing across client groups. The table below show the efficiencies being made within the services through a combination of the reclassification of Adults to Older People Services, and the use of supported living accommodation. In practice this means that higher needs younger clients are being referred to 'supported living' schemes rather than being placed into residential care, at an earlier stage.

Nursing and Residential Care Placements	2011/12		2012/13		Projections for 2013/14	
Customer group	Number of customers	Average weekly cost	Number of customers	Average weekly cost	Number of customers	Average weekly cost
Older People	651	£597	670	£575	669	£560
Learning Disabilities	200	£1,490	179	£1,448	194	£1,316
Physical Disabilities	78	£838	70	£836	70	£746
Mental Health	87	£840	66	£818	65	£850
<b>Total</b>	<b>1,016</b>	<b>£812</b>	<b>985</b>	<b>£756</b>	<b>998</b>	<b>£732</b>

## 10.3 Domiciliary care

### 10.3.1 Expenditure trends

The below highlights the positive direction of travel continuing into 2012/13, with a reduction in expenditure since 11/12 of 4.38% against an reduction in demand since 11/12 of 4.89% equating to efficiencies of £0.058m since 2011/12. The demand for domiciliary care generally remains stable

across all service areas and this is managed by the Reablement service providing short-term intensive support for clients enabling them to stay in their own homes. Based on current projections we can equitably expect a reduction in expenditure in 2013/14.

Item	2010-11	2011-12	2012-13	Projections 2013-14
Cost of Domiciliary Care	£13.6m	£11.4m	£10.9m	£10.7m
Domiciliary Care customer numbers	1,231	1,246	1,185	1,193

The following table highlights efficiencies being made in several customer groups 2011/12 to 2012/13, with a reduction in client numbers across the older people and physical disability service. The figures provide evidence of the council's efforts to support customers with greater needs to remain in community-based settings, rather than being moved into residential care.

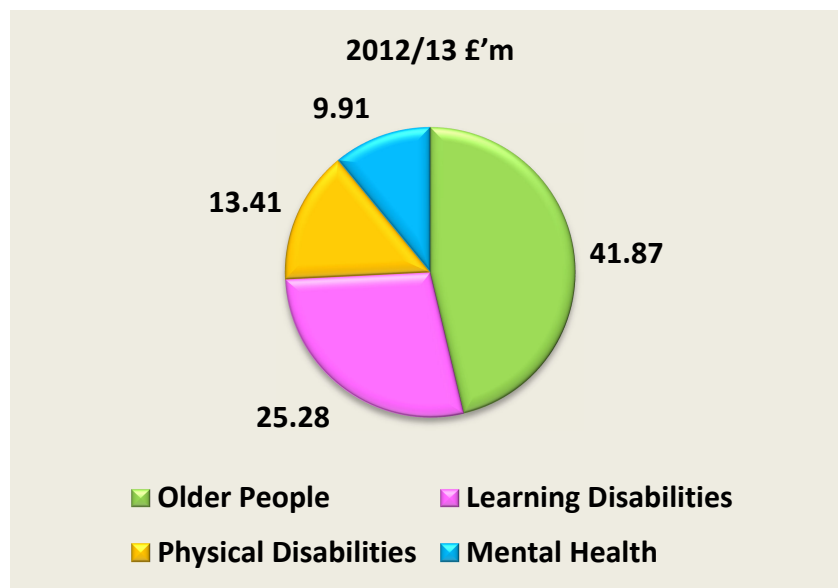
Domiciliary Care	2011/12		2012/13		Projections for 2013/14	
Customer group	Number of customers	Average weekly cost	Number of customers	Average weekly cost	Number of customers	Average weekly cost
Older People	1055	£175	1010	£168	1023	£168
Learning Disabilities	30	£328	34	£395	34	£301
Physical Disabilities	158	£158	137	£196	133	£182
Mental Health	3	£109	4	£48	3	£111
<b>Total</b>	<b>1,246</b>	<b>£176</b>	<b>1,185</b>	<b>£166</b>	<b>1,193</b>	<b>£172</b>

## 10.4 Service user type expenditure

The table and graph below indicates how resources have been used to provide services for specific customer groups. In 2012/13 there was an overall 4.48% increase across all client group expenditure compared to 11/12. There has been a notable change in the funding arrangements for a number of mental health clients where social services are funding the full cost of packages that were joint funded with health in the past.

Year End Out-turn per Client group	2011/12	2012/13	Comparison between 11/12 and 12/13	%
Older People	£40,547,289	£41,872,769	£1,325,480	3.26%
Learning Disabilities	£24,491,971	£25,281,160	£789,189	3.22%
Physical Disabilities	£13,816,028	£13,419,127	-£396,901	-2.87%
Mental Health	£7,753,053	£9,914,802	£2,161,749	27.80%
<b>Total</b>	<b>£86,608,341</b>	<b>£90,487,857</b>	<b>£3,879,516</b>	<b>4.48%</b>

Year end Outturn by Client Group 2012/13 £'m



## 10.5 2013/14 and beyond

The coalition have already signalled that the local government resource budget will be reduced by 10% in 2015/16 and this will inevitably result in diminished resources on the one hand coupled with pressure to provide services to a growing client base with increasingly diverse needs. The NHS and local authorities will continue in their efforts to pool resources wherever possible to support integrated health and social care work in the coming years. Collectively we aim to strive to deliver better outcomes and greater efficiencies through more integrated services for older and disabled people.

The council has been preparing for the transfer of Public Health responsibilities and functions from NHS Brent. The majority of the Public Health budget is spent on contracts with NHS, private and third sector organisations who deliver a variety of public health services. An important measure going forward therefore will be the successful transfer of the contracts post April 2013 and the extent to which we can assure services deliver the best value for money going forward.

The new capped costs system for funding care and support, based on the recommendations of the Dilnot Commission will materialise in 2014/15 and 2015/16, and this is currently highlighting the importance of good quality financial advice. This will need to be reflected in the development of the department's information and advice service going forward.

# 11: NATIONAL PERFORMANCE INDICATORS

The national performance indicator set is currently being reviewed and refreshed to make the indicators more relevant to changes which have taken recently place within the Adult Social Care sector (e.g. the development of Reablement services). The Department of Health intends to take a phased approach and during the transition, the Health and Social Care Information Centre is using the Adult Social Care Outcomes Framework indicators for reporting purposes.

## 11.1 Strongly performing areas include:

- a) Helping service users to achieve and sustain independent living.
- b) Ensuring people have stable, independent accommodation and reducing the number of admissions to residential and nursing care homes.
- c) Reducing the numbers of delayed transfers of care attributed to adult social services in the borough.

## 11.2 Areas for improvement include:

- a) **The key area for improvement is in relation to Carers.**

Survey responses suggest that:

- There are comparatively low levels of satisfaction with the support they receive from adult social care
- They feel that they should be more involved in the care planning for the person they care for
- There is work we can do to improve the information and advice that is available to them, and
- Overall, they feel their quality of life should be improved.

It should be noted that these findings are from the period before the Carers Hub went live in February 2013, which is a significant change in the support we (Brent Council and the Clinical Commissioning Group) provides.

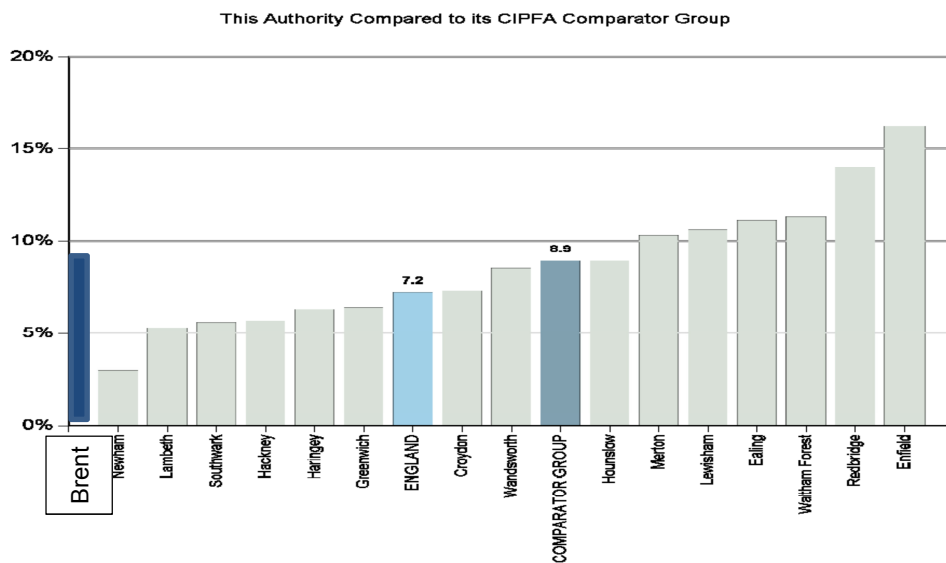
- b) **More effort needs to be made to improve the process for the taking up of direct payments so service users and carers can be empowered to exercise maximum choice and control.**

## 11.3 Independence indicators

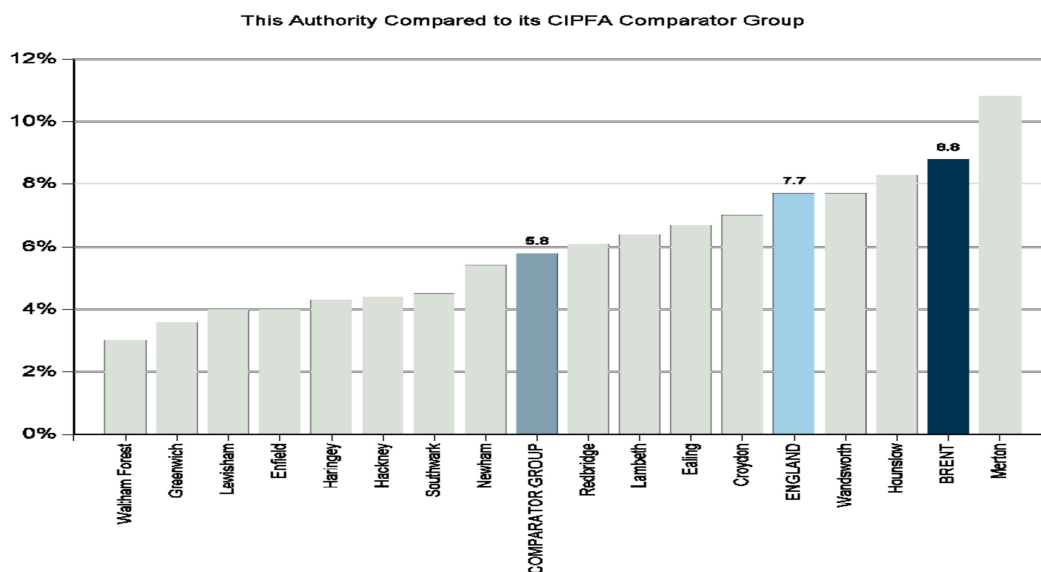
### Employment

Brent performs well in terms of the employment indicators for adults with a learning disability and adults in contact with a mental health service, outperforming the London average and the national average for both groups – as set out in the two graphs below (1E and 1F). However, if the difficult economic outlook is prolonged it may affect our ability to build on successes to date and improve performance in this area.

**1E - Adults with learning disabilities in paid employment, expressed as a percentage, 2012-13**



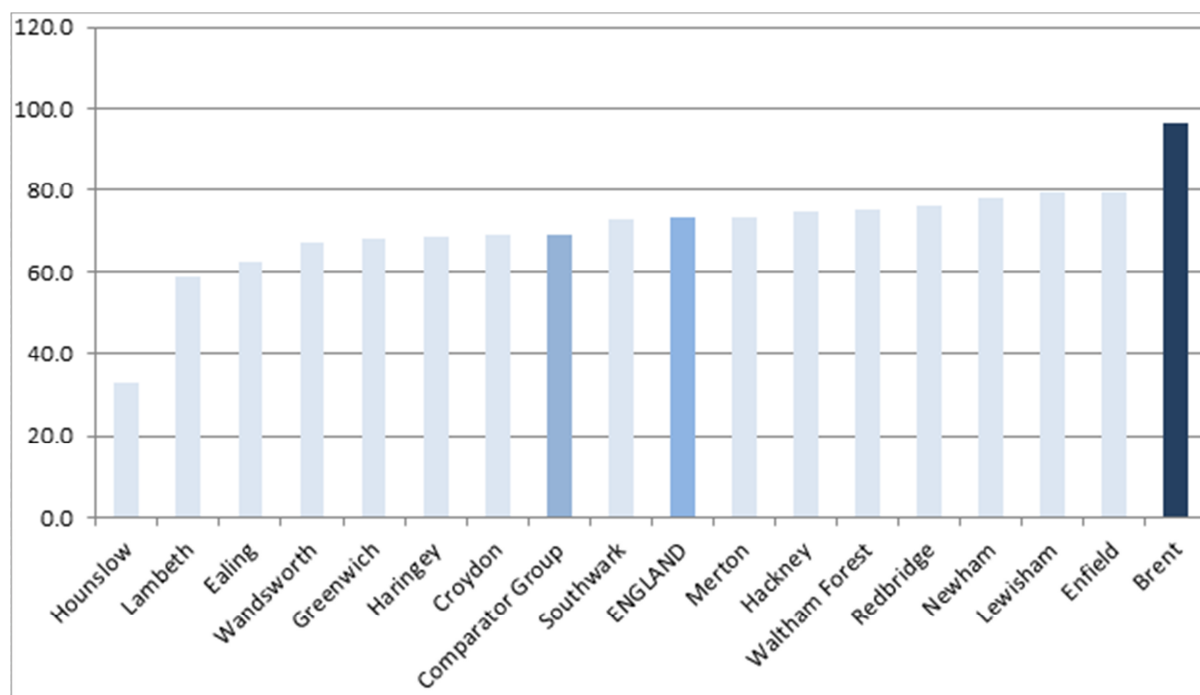
**1F - Adults in contact with secondary mental health services in paid employment, expressed as a percentage, 2012-13**



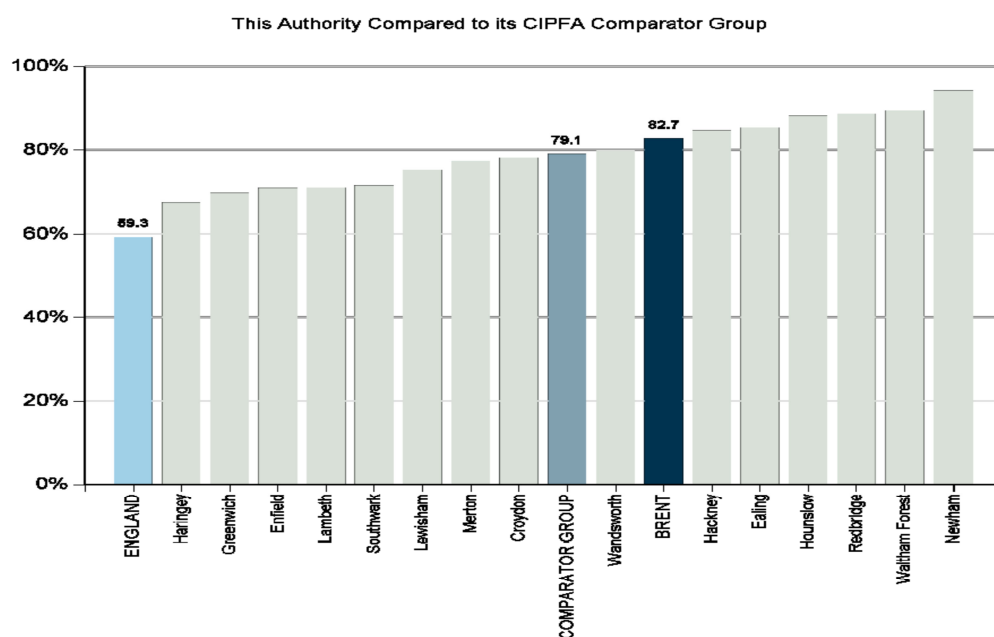
### Stable accommodation

Brent also performs well in terms of the percentage of adults with a learning disability and adults in contact with a mental health service, who are living independently in stable accommodation – as set out in the two graphs below (1G and 1H). In fact Brent was highlighted in the Municipal Journal as one of the top ten councils in the country for supporting adults with a learning disability to live independently.

**1H - Adults in contact with secondary mental health services living independently, with or without support, expressed as a percentage, 2012-13**



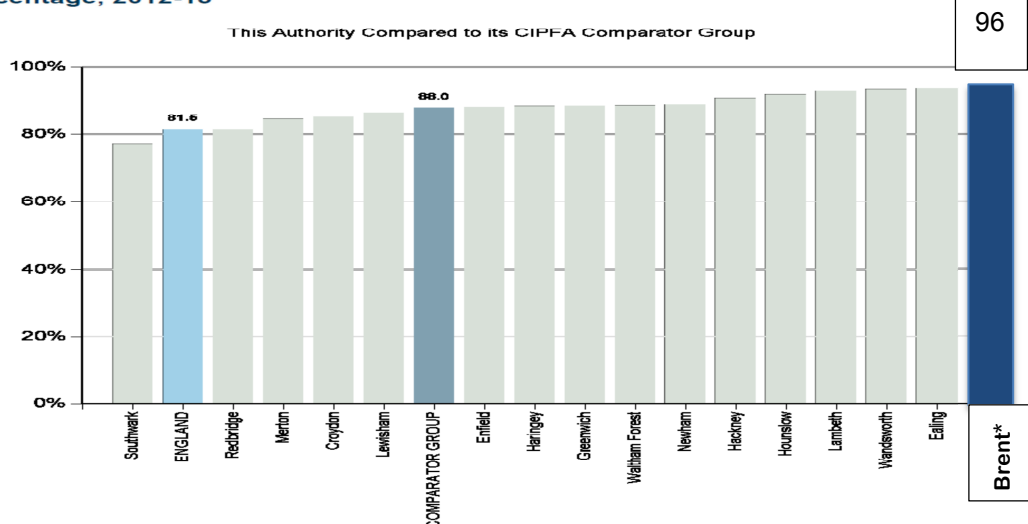
**1H - Adults in contact with secondary mental health services living independently, with or without support, expressed as a percentage, 2012-13**



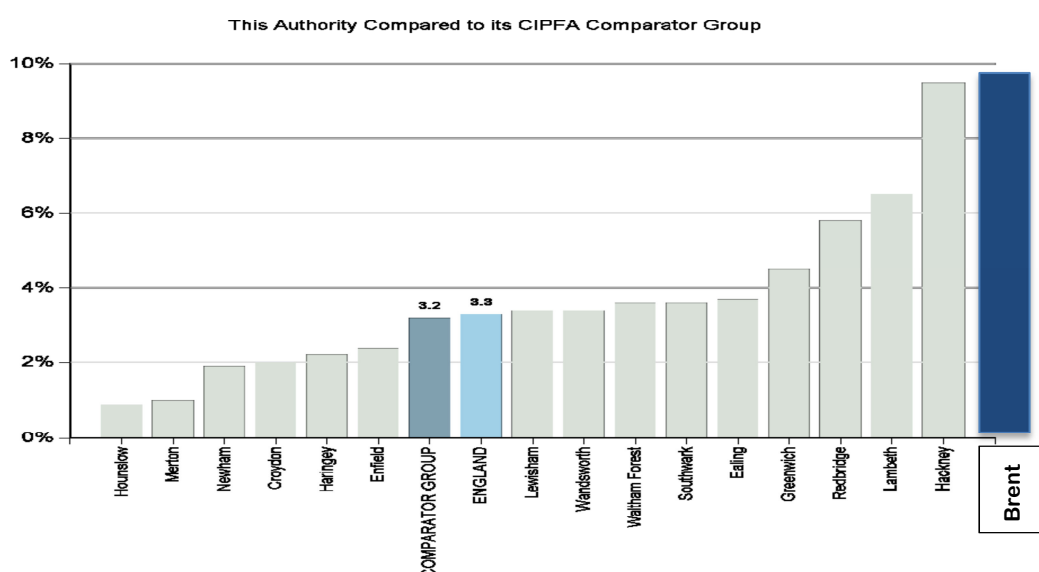
### Reablement and supporting people to live independently

The next two indicators (2B part 1 and 2B part 2) highlight Brent's performance in developing and implementing the Reablement service (April 2011 through the Customer Journey) and the Enhanced Reablement service (launched in November 2012). These two services are the focus for all new referrals (unless there are clear reasons why it is not appropriate) and provide intensive short-term support for up to six weeks following a period of illness or injury.

**2B part 1 - Older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services, expressed as a percentage, 2012-13**



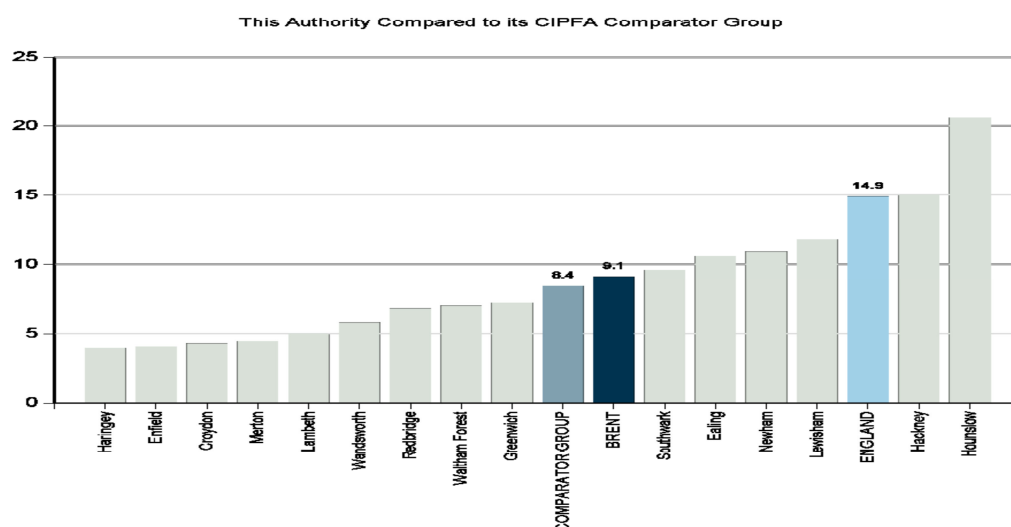
**2B part 2 - Older people (65 and over) who were offered reablement services following discharge from hospital, expressed as a percentage, 2012-13**



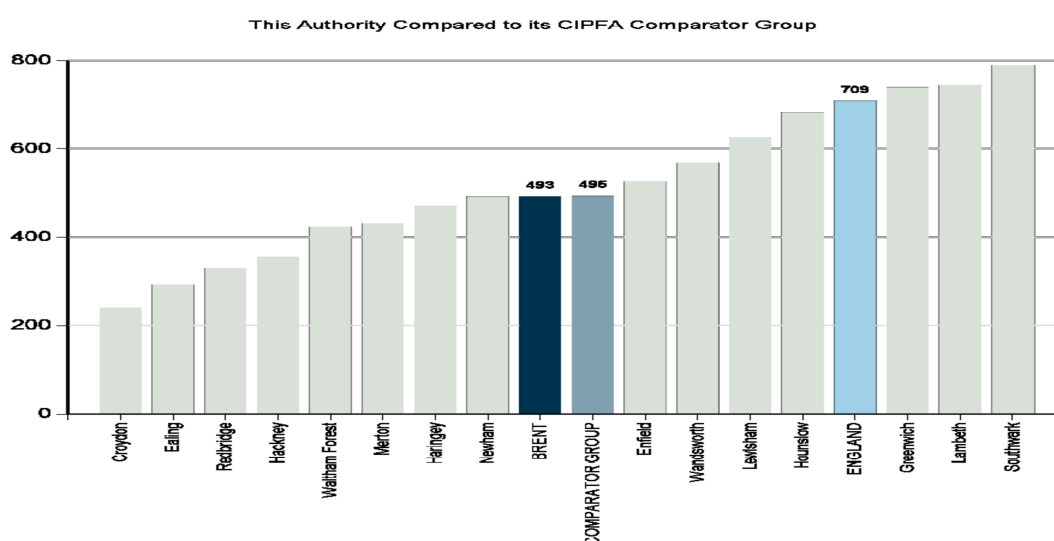
## Providing alternatives to residential and nursing care

Supporting people to live in the community has been and continues to be a key priority for the department. Indicator 2A Part 1, shows that while we are doing well compared the England average and some of our comparator group, we can do more. The Transitions team, Learning Disability Team and the Mental Health service have all been focused on working with Integrated Commissioning in 2013/14 to improve our performance on this indicator. Indicator 2A part 2, shows that we have achieved more for people over 65 as we are below both the comparator group average and the England average. However, there is still more to do which is why it is a priority for 2013/14.

### 2A part 1- Permanent admissions to residential and nursing care homes for younger adults (18-64), per 100,000 population, 2012-13



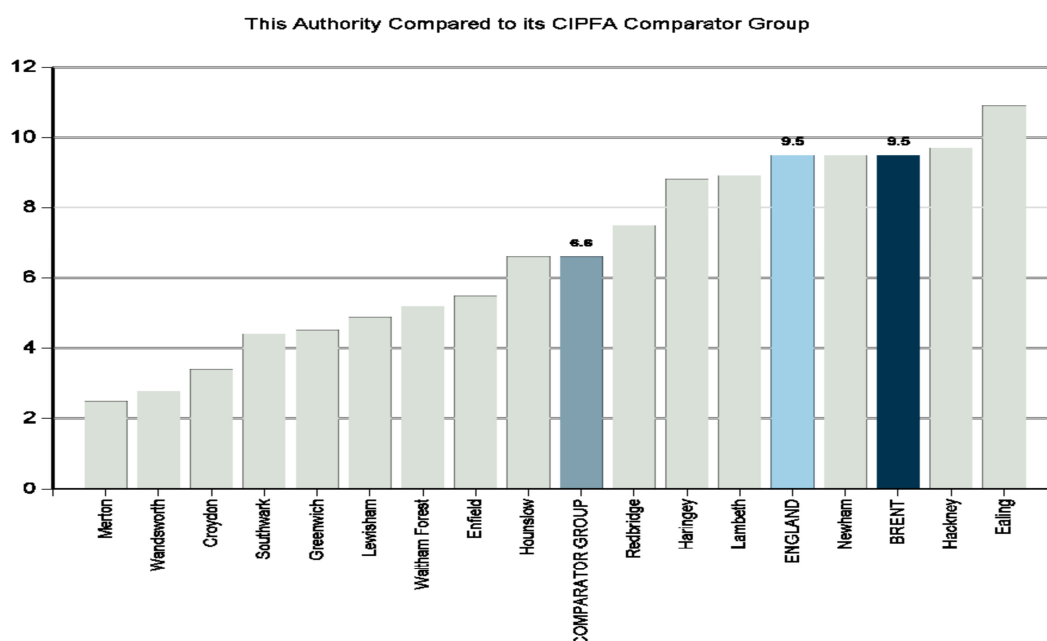
### 2A part 2 - Permanent admissions to residential and nursing care homes for older people (65 and over), per 100,000 population, 2012-13



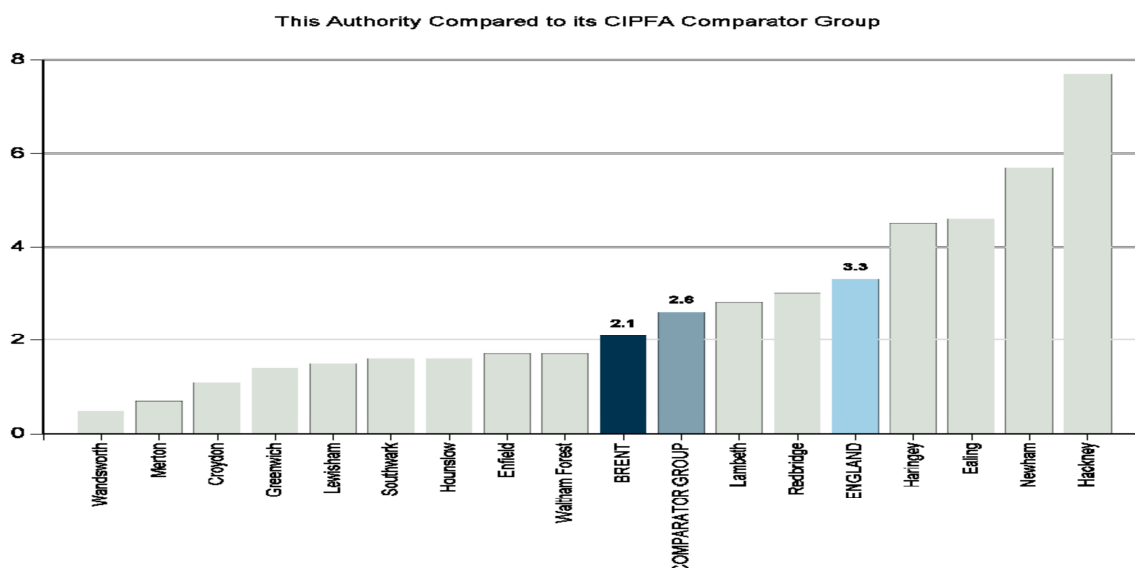
### Health and social care integration

Delayed transfers of care (delays in discharging somebody to their home) can be caused by any number of factors and any number of partners (hospital, family, adult social care, community health services). It is recognised that reducing delays is important in terms of supporting people to be independent. As indicator 2C part 1 shows Brent (all health and social care partners) does not perform well for delayed transfers of care. However, 2C part 2 shows that Brent Council does perform well in terms of the delays attributable to adult social care. Ultimately, it does not matter to the patient who is delaying the transfer of care and it must be a priority for all partners in 2013/14 to reduce all delays.

#### 2C part 1 - Delayed transfers of care from hospital, per 100,000 population, 2012-13



#### 2C part 2 - Delayed transfers of care from hospital which are attributable to adult social care, per 100,000 population, 2012-13



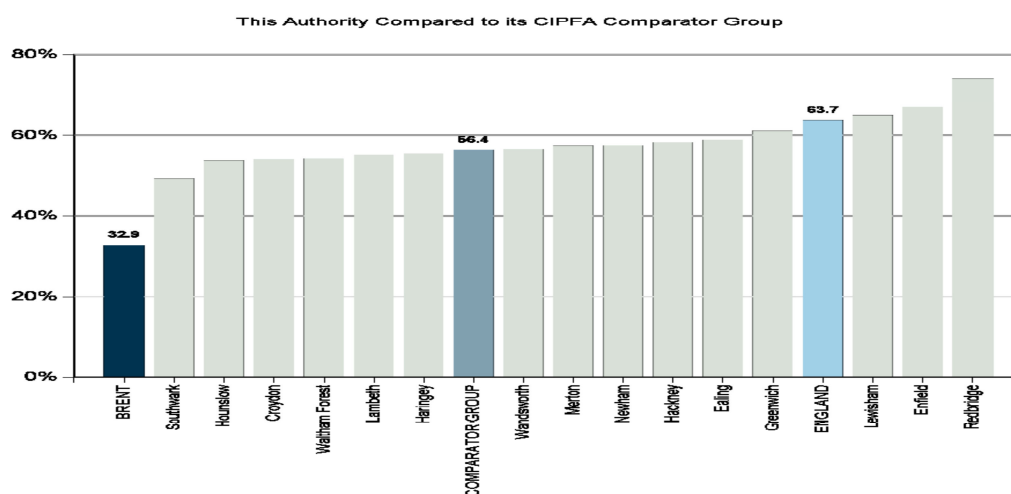
## 11.4 User satisfaction indicators

### Overall satisfaction levels

Section 8 of this report sets out detailed findings from the most recent Adult Social Care (ASC) and Carers surveys which were both conducted in 2012/13. This gives a clear and detailed picture of levels of satisfaction with Adult Social Care services and support. The indicators in this section draw on the findings of these surveys to create the following indicators (from their Adult Social Care Outcomes Framework). The indicators combine elements from both surveys, add weightings and aggregate the statistics to produce their datasets. They exclude any survey responses where a person did not complete all of the questions, which accounted for 10% of all Brent responses. We do not have access to their weightings, so it is not possible extrapolate or track the data back to our local dataset with any degree of accuracy, therefore, we have focused on the raw data as analysed in Section 8. However, these indicators have been included as they are part of a national dataset which are used for comparisons.

The following indicator is compiled using combined elements of both the Adult Social Care and Carer surveys and associated weightings (ASC Q1 and Q2; Carer Q2). Section 8 of this report provides more detailed analysis which shows that 83.3% of Service Users were 'extremely' or 'very' satisfied with the services they receive, and 47% of Carers were 'very' or 'fairly' satisfied.

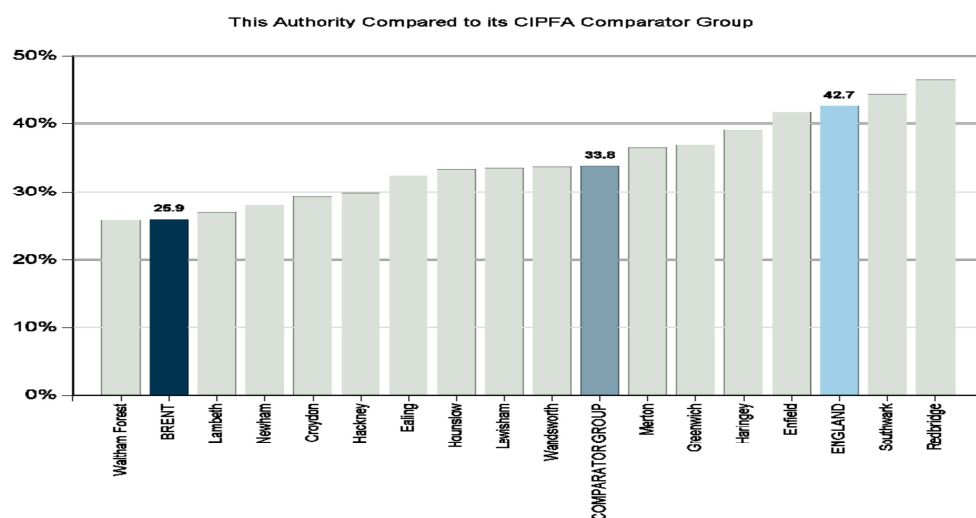
**3A - Percentage of adults using services who are satisfied with the care and support they receive, 2012-13**



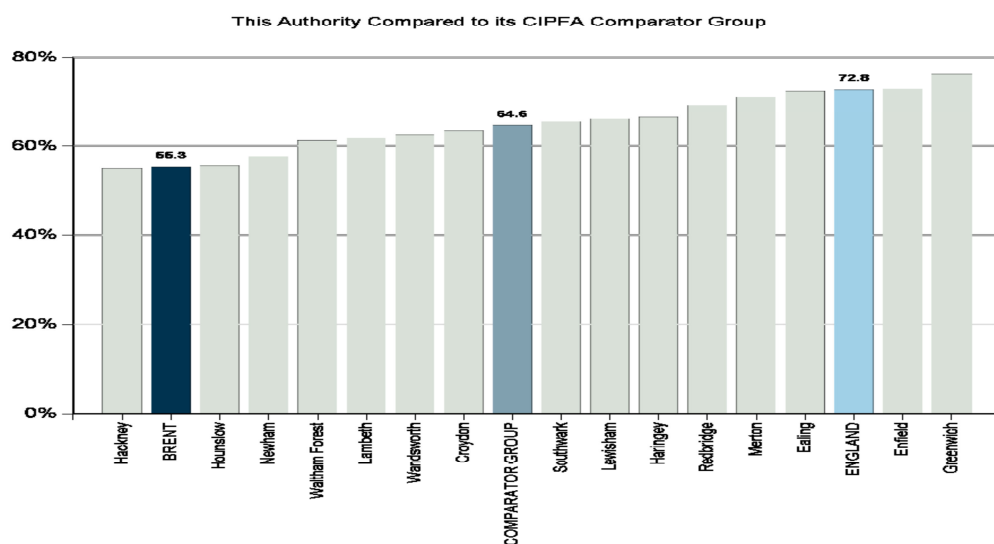
### Carer Satisfaction

The 3 graphs on the following page (3B, 3C and 3D) reflect the information already analysed in detail in Section 8.1 (Carer Survey 2012) and the Section 11.2 (Areas for Improvement). Satisfaction levels for Carers is comparatively low, but improving performance in this area is a priority in 2013/14. We (Brent Council and the Clinical Commissioning Group) will continue to work together to ensure that satisfaction improves after the launch of the Brent Carers Hub in February 2013 – this is particularly important in relation to Indicator 3D which focuses on access to information and advice. However, whilst this is expected to have an immediate impact, we recognise that there is clearly more work to do, which is why our new approach to carers will provide much needed focus on the identification of and support we provide to carers.

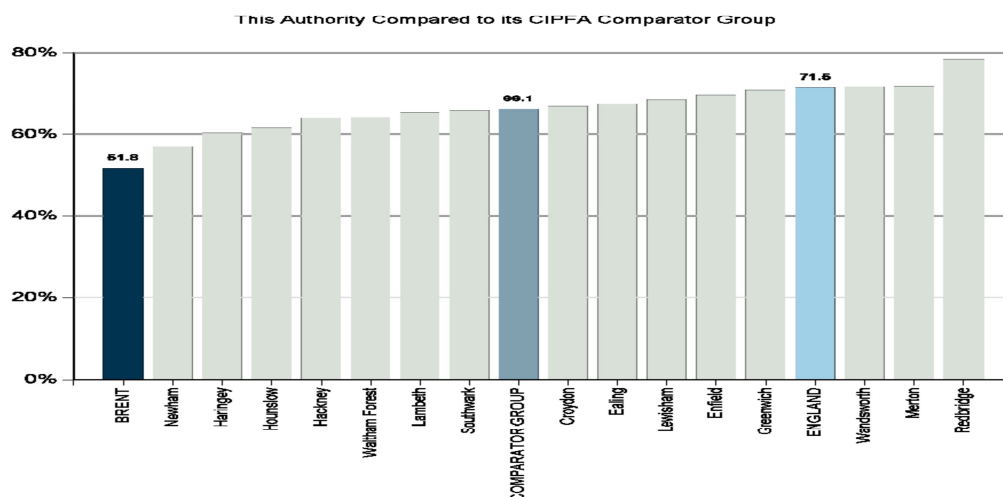
**3B - Overall satisfaction of carers with social services, expressed as a percentage, 2012-13**



**3C - The proportion of carers who report that they have been included or consulted in discussion about the person they care for, expressed as a percentage, 2012-13**



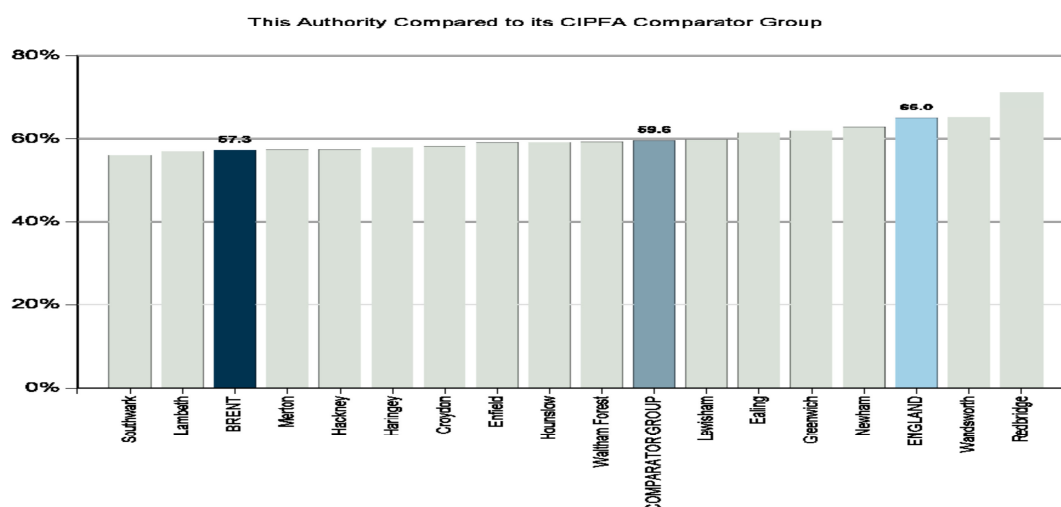
**3D - The proportion of people who use services and carers who find it easy to find information about services, expressed as a percentage, 2012-13**



## 11.5 Perceptions of personal safety

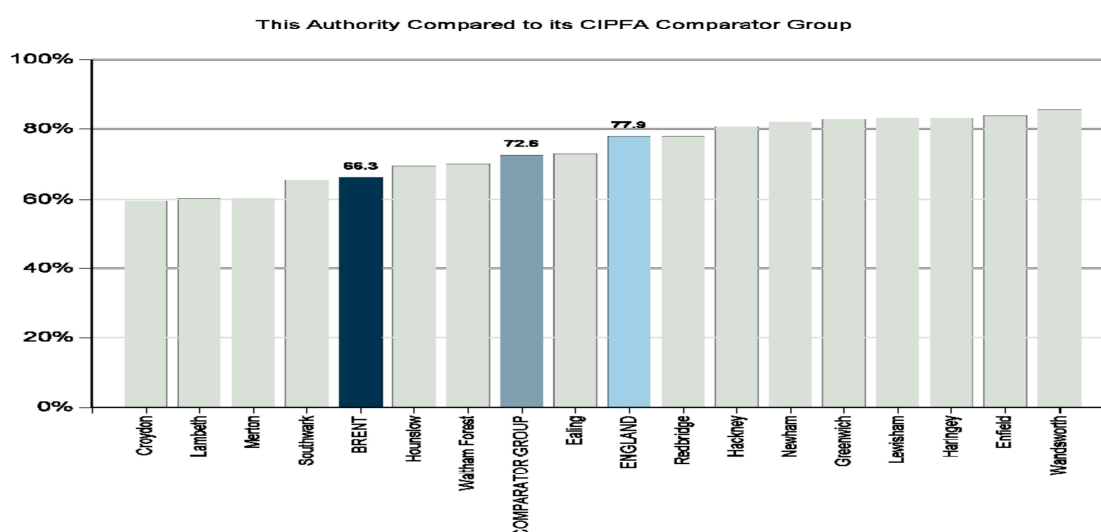
These two indicators are important as they reflect not only the support that Adult Social Care provides, but also overall perceptions of personal safety and therefore includes factors such as home and neighbourhood environment as well as the extent to which personal support networks can be called upon. Indicator 4A focuses generally on how safe people feel and in particular measures how many people responded with “*I feel as safe as I want*” (57.3%). It is important to note that the next response was ‘*Generally I feel adequately safe, but not as safe as I would like*’ (32%). This combined total of 89.3% is broadly in line with the London average of 90.9%.

**4A - The proportion of people who use services who feel safe, expressed as a percentage, 2012-13**



Indicator 4B measures the proportion of service users who say that the services they receive make them feel safe and secure. This required a simple ‘yes’ or ‘no’ answer. 66.3% of those people who responded believe that adult social care services make them feel safer.

**4B - The proportion of people who use services who say that those services have made them feel safe and secure, expressed as a percentage, 2012-13**



The Brent Safeguarding Adults Board is aware of these findings and will be looking to address them in collaboration with the Safer Brent partnership.

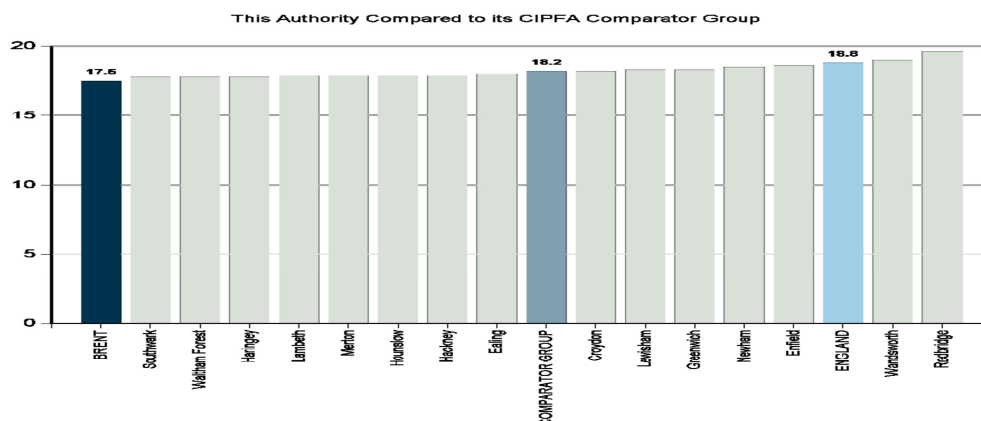
## 11.6 Quality of life indicators

### Quality of Life for Adult Social Care Service Users

The overarching Quality of Life score (1A) below is calculated from responses to questions which address 8 outcome domains in the Adult Social Care Outcomes Framework. Answers to each question are given a score between 0 and 3 which relates to the level of needs they say they have across all eight domains. Therefore the maximum score is 24 and the minimum is 0. Brent's score of 17.5 does not compare favourably to our comparator group score of 18.2 and lags marginally behind the England average of 18.8. However, there are two key issues that need to be considered when evaluating this score. This composite score only includes survey responses where the respondent completed every question. If all survey responses were included (i.e. including those who missed answering one or two questions) then Brent's performance is much better.

As such, Section 8 of this report provides a more robust measure of the impact of services on service users' and carers' quality of life.

1A - Social care related quality of life score, 2012-13



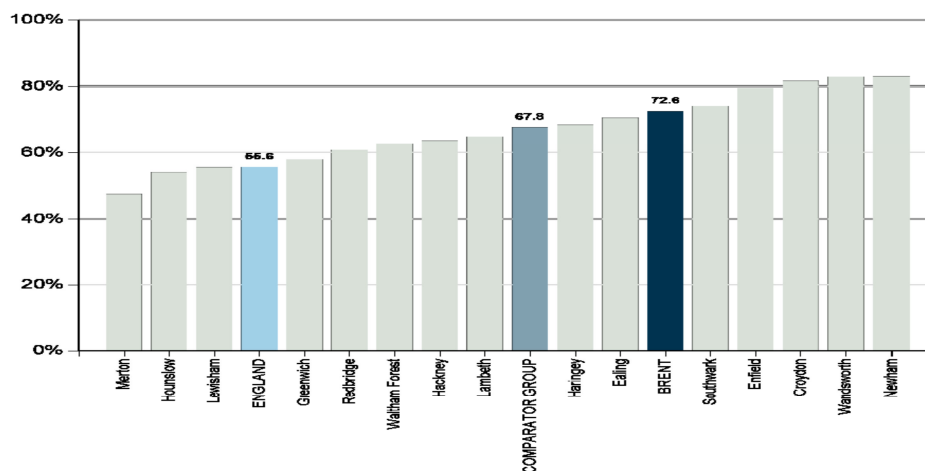
### Choice and Control

Since the introduction of the Customer Journey in April 2011, everyone who is eligible for on-going support is allocated a Personal Budget. A Personal Budget is the fundamental building block of choice and control as it provides a clear allocation of resources, which service users can choose to spend differently to meet their needs. They can choose to spend it through traditionally contracted services, or they can take it as a Direct Payment.

Indicator 1C Part 1 reflects this policy change, but as 1C Part 2 shows, Brent still has comparatively low rates of Direct Payments take up because people are not choosing to utilise Direct Payments as a means to exercise more individual control. Given this finding, it is not surprising that indicator 1B, which reflects people's perceptions about how much choice and control they have, suggests that we could improve in this area to enable people to feel more empowered. It is therefore a priority for 2013/14 to increase the number of people taking up Direct Payments and plans will be developed to ensure the process is much easier to navigate and manage.

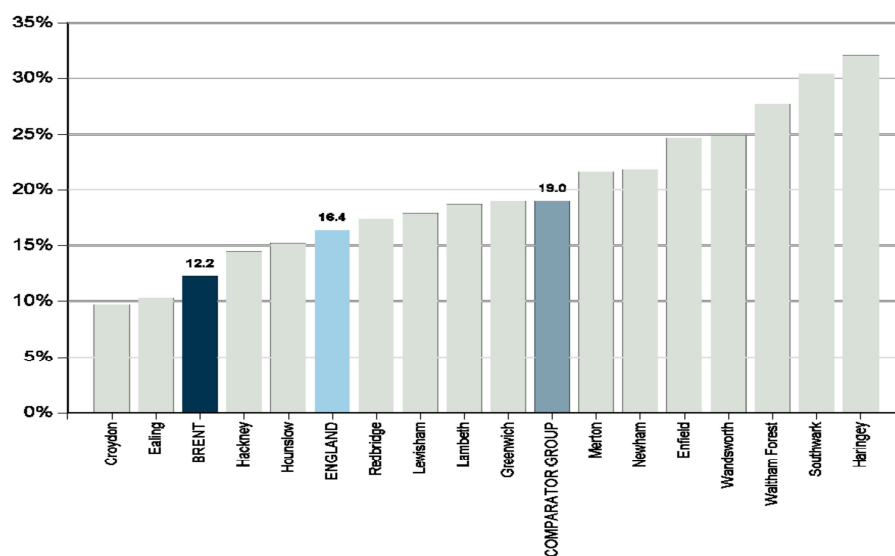
**1C part 1 - Number of adults, older people and carers receiving self-directed support in the year to 31 March as a percentage of all clients receiving community based services and carers receiving carer specific services, 2012-13**

This Authority Compared to its CIPFA Comparator Group



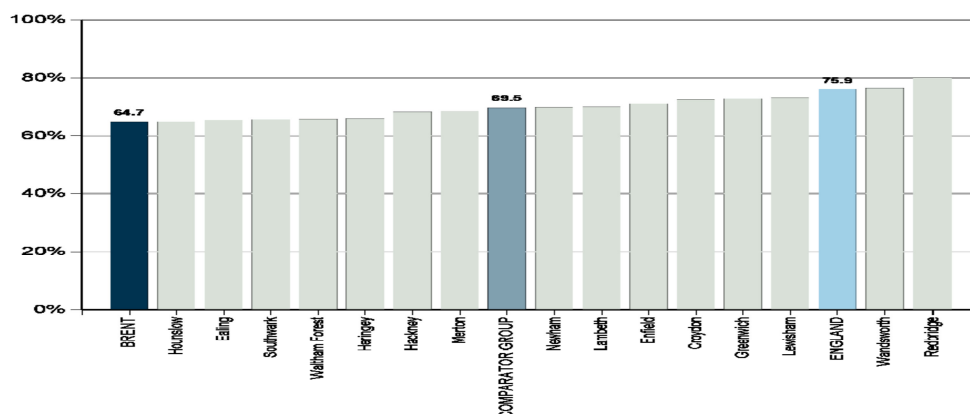
**1C part 2 - Number of adults, older people and carers receiving self-directed support via a direct payment in the year to 31 March as a percentage of all clients receiving community based services and carers receiving carer specific services, 2012-13**

This Authority Compared to its CIPFA Comparator Group



**1B - The proportion of people who use services who have control over their daily life, expressed as a percentage, 2012-13**

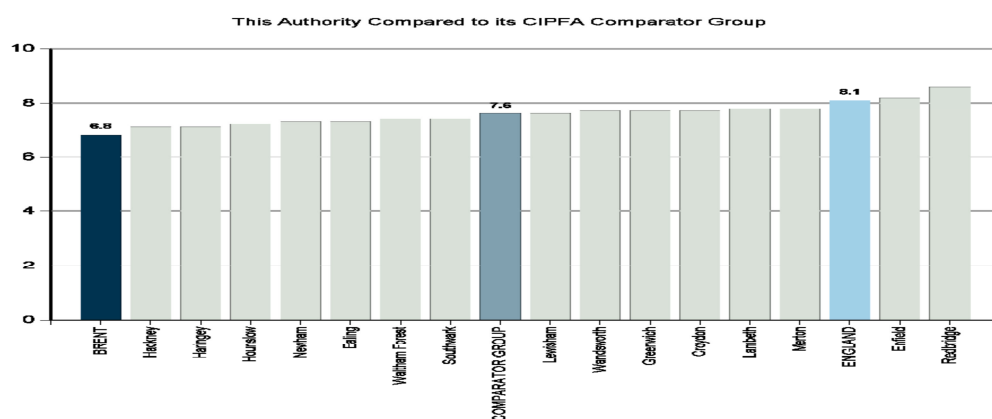
This Authority Compared to its CIPFA Comparator Group




## Carers' perceived Quality of Life

Indicator 1D is calculated from responses to five specific questions contained in the Carer Survey, which is conducted every two years. The total sum of the scores for respondents who have answered all questions between Q7 and Q12 is used. Brent's comparative performance does not reflect the introduction of the Carers Hub (February 2013) and whilst this has clearly had an impact, we have acknowledged elsewhere in this report that we need to improve our core offer to carers and have made it a priority in 2013/14.

1D - Carer-reported quality of life score, 2012-13



 <b>Brent</b>	<b>Executive</b> 9 December 2013  <b>Report from the Director of Children and Families</b>
Wards Affected: ALL	
<b>School Budget Proposals – 2014/15</b>	

## 1 Summary

- 1.1 Following the introduction of the changes to the local Schools Fair Funding formula in April 2013 this report sets out the proposals for the second year of the new formula for 2014/15. The only significant change from 2013/14 is the proposal to change the ratio of funding between primary and secondary schools so that it is much closer to the national average. This anticipates the introduction of a national funding formula and also helps address an unsustainably high level of protection for schools' budgets through Minimum Funding Guarantee (MFG).
- 1.2 Following work by a sub group of representatives from schools, the Schools Forum and individual schools have been consulted on the proposals with full exemplifications of the implications for each school's budget. Following some technical clarifications there was broad agreement to implement the proposed change in the ratio as described in this report.
- 1.3 The Executive has the statutory responsibility to approve and set the Fair Funding Formula following consultation with the Schools Forum and this report seeks the Executive's approval to the changes for 2014/15.

## 2 Recommendations

- 2.1 The Executive is recommended to:
  - 2.1.1 Approve the proposed change in the funding ratio between primary and secondary sectors from 1: 1.09 to 1: 1.27 for 2014/15 thereby also addressing the excessively high level of Minimum Funding Guarantee
  - 2.1.2 Approve the proposed schools budget for 2014/15

### 3 Background

3.1 The Executive meeting on 10<sup>th</sup> December 2012 received a report summarising the Government's proposed changes to the schools funding formula effective from April 2013 and the impact upon Brent schools. The DfE guidance for 2014/15 confirms the intention to continue to move towards a national fair funding formula during the course of the next spending review. The primary objectives behind the changes introduced for 2013/14 were to:

- Simplify local funding arrangements;
- Improve the way in which local areas are funded;
- Improve arrangements for funding pupils and students with high needs; and
- Simplify arrangements for the funding of early years provision.

3.2 The same very tight timescale that was a major challenge last year continues for 2014/15 and is summarised below.

Date	Action
<b>3 October 2013</b>	School Census Day
<b>31 October 2013</b>	Local Authorities submit provisional 2014/15 school budget proforma to the EFA
<b>28 November 2013</b>	School Census database closed
<b>18 December 2013</b>	EFA confirms DSG schools block for 2014/15 (prior to Academy recoupment)
<b>21 January 2014</b>	Local Authorities submit final 2014/15 school budget proforma to the EFA
<b>28 February 2014</b>	Local Authorities confirm budgets for their maintained schools. EFA confirms budgets for academies.

### 4 Proposals for Brent's Fair Funding Formula for 2014/15

4.1 Following last year's schools budget setting the funding ratio between primary and secondary sectors was 1:1.09 for 2013/14 compared to a national average for England of 1: 1.27. The DfE contacted the Council in May as the council had the lowest ratio in England and asked what our proposals were to increase the ratio. At the DfE's May National Fair Funding conference it was made clear that the Department is expecting local authorities to converge with and not further diverge from the national average. At the current ratio the council also had the highest value Minimum Funding Guarantee (MFG) in England in 2013/14, at £28m. It is not in the interests of any schools in Brent for the borough to be an outlier as when the government introduces a national funding formula (as they intend to do along with reducing the level of MFG), this would lead to some schools in Brent seeing their funding hit a cliff edge.

4.2 This issue was discussed with Schools' Forum representatives, initially through a sub-group, looking at benchmarking data on primary to secondary funding ratios and the

educational arguments relating to the relative funding of primary and secondary places. During those discussions where the following issues were raised:

- a. Whether to move in one step or a number of steps, for example, over the next two years;
- b. The level of change in the pupil-led factors to achieve the desired ratio;
- c. The relationship between the capping on gains and the scaling factor (the model set out below uses a 1.5% cap and 100% scaling factor);
- d. The impact on MFG;
- e. The opportunity to have different values for primary and secondary lump sums.

- 4.3 The Schools' Forum agreed to apply a ratio of 1:1.27, the national average, and consult schools on the impact. Appendix A includes the proposed 2014/15 ratio and schools budget totals by primary and secondary in comparison to 2013/14. It is important to note that the combined effect of the changes in ratio and the changes in MFG mean that primary schools, on average, gain rather than lose in 2014/15. A summary of the key outputs is shown below:

	2013/14				2014/15			
	Primary	Secondary	Total	Ratio	Primary	Secondary	Total	Ratio
Pupil Numbers	23,968	13,064	37,032		23,968	13,040	37,008	
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Total Funding (Pre-MFG)	99,450	59,863	159,312		110,463	76,152	186,615	
MFG	9,018	19,348	28,365		-561	2,137	1,575	
Total Funding (Post-MFG)	108,467	79,210	187,678		109,901	78,289	188,190	
	<b>£</b>	<b>£</b>	<b>£</b>		<b>£</b>	<b>£</b>	<b>£</b>	
Per Pupil Funding (Pre-MFG)	4,149	4,582	4,302	<b>1: 1.10</b>	4,609	5,840	5,043	<b>1: 1.27</b>
Per Pupil Funding (Post-MFG)	4,526	6,063	5,068	<b>1: 1.34</b>	4,585	6,004	5,085	<b>1: 1.31</b>

- 4.4 The above summary illustrates:

- a. The significant reduction in the gap between pre and post MFG funding arising from the higher ratio.
- b. The narrowing of the gap between and pre and post MFG ratios in 2014/15.
- c. A more realistic budget in anticipation of the potential removal of MFG and the introduction of a national funding formula with minimum turbulence for all schools.
- d. The fact that the changes combine so that the per place funding for primaries goes up rather than down

- 4.5 The Schools' Forum was concerned with the possible removal of MFG beyond 2015/16 but felt it would be more acceptable to schools if the ratio was brought up to national average in one year. This offers less dependence on MFG to cushion year on year on changes should the MFG end in the future, as well as minimising any turbulence within the formula distribution. The proposal above shows a change in value of MFG from £28.4m to £1.6m.

## **5 Proposals for SEN Funding – High Needs Block**

5.1 The following proposals agreed last year will remain for 2014/15:

- 5.1.1 The requirement for schools to fund the first £6k of every statement;
- 5.1.2 The schools that are most affected would receive a phased protection over a limited period of three years from 2013/14;
- 5.1.3 The transfer of £500k to the Early Years block from the Schools Block to support SEN in schools and PVI sector

## **6 Financial Implications**

6.1 All the aspects of funding covered in this report relate to the Schools Budget which is funded via a specific ring-fenced grant called the Dedicated Schools Grant (DSG). The DSG funding is based on calculations within the proforma submission and there will therefore be no implications relating to the Council's General Fund resources arising from this report. All the detailed financial implications are covered in the body of this report.

## **7 Legal Implications**

- 7.1 The School and Early Years Finance (England) Regulations 2012 are currently in force and the government has consulted on successor regulations. If these regulations are enacted they would require all local authorities to comply with them for determining school budget shares for the 2014/15 financial year.
- 7.2 The proposed regulations require the Executive to undertake the necessary consultations with the Schools Forum and schools and then decide upon the formula which they will use to determine the budget shares for schools maintained by them.
- 7.3 All proposals in this report have been considered by the Schools Forum as a statutory consultee and with all schools in accordance with the Regulations.

## **Background Paper**

2014/15 Revenue Funding Arrangements: Operational Information for Local Authorities

## **Appendix A**

Schools Forum Report (23<sup>rd</sup> October 2013): Consultation on Schools 2014/15 Provisional Budget

## **Contact Officers**

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Sara Williams

Acting Director Children and Families


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School Name	Basic Entitlement (AWPU)	IDACI Total	EAL	LAC	Low Attainment	AEN Total	Lump Sum	Split Sites	Rates Estimated for 2014/15	School Factors total	Total Allocation	14-15 MFG Adjustment	14-15 Post MFG Budget	De-delegation	Post De-delegation budget
Anson Primary	£1,090,446	£171,412	£52,216	£0	£86,992	£310,619	£175,000	£0	£26,760	£201,760	£1,602,825	£71,559	£1,674,384	-£8,811	£1,665,573
Avigdor Hirsch Torah Temimah	£571,480	£19,505	£0	£0	£12,670	£32,175	£175,000	£0	£1,916	£176,916	£780,570	£94,035	£874,605	-£4,618	£869,987
Barham Primary	£2,038,793	£248,003	£127,551	£550	£312,304	£688,408	£175,000	£0	£58,328	£233,328	£2,960,530	-£89,986	£2,870,544	-£16,474	£2,854,070
Braintcroft Primary	£2,106,753	£485,920	£119,134	£0	£294,601	£899,655	£175,000	£0	£43,873	£218,873	£3,225,281	-£120,405	£3,104,876	-£17,023	£3,087,853
Brentfield Primary	£1,556,897	£461,787	£109,201	£0	£177,975	£748,963	£175,000	£0	£39,815	£214,815	£2,520,675	-£63,253	£2,457,423	-£12,580	£2,444,843
Byron Court Primary	£1,878,161	£177,647	£118,168	£1,048	£207,238	£504,102	£175,000	£0	£28,403	£203,403	£2,585,666	-£67,543	£2,518,123	-£15,176	£2,502,947
Carlton Vale Infants	£525,144	£134,914	£70,665	£0	£19,020	£224,599	£175,000	£0	£15,448	£190,448	£940,191	£68,487	£1,008,678	-£4,243	£1,004,435
Chalkhill Primary	£1,458,046	£338,801	£136,621	£0	£116,901	£592,323	£175,000	£0	£24,084	£199,084	£2,249,453	£40,931	£2,290,385	-£11,781	£2,278,604
Christchurch Primary	£596,193	£96,314	£15,159	£551	£69,202	£181,226	£175,000	£0	£2,299	£177,299	£954,717	£89,107	£1,043,824	-£4,817	£1,039,007
Convent of Jesus & Mary Infant	£834,052	£154,041	£104,751	£0	£35,272	£294,064	£175,000	£0	£2,208	£177,208	£1,305,324	-£48,032	£1,257,292	-£6,739	£1,250,553
Donnington Primary	£648,707	£161,049	£31,231	£0	£65,312	£257,593	£175,000	£0	£16,178	£191,178	£1,097,477	£3,878	£1,101,355	-£5,242	£1,096,113
Elsley Primary	£1,281,969	£194,059	£90,566	£1,567	£145,994	£432,186	£175,000	£0	£25,300	£200,300	£1,914,455	-£16,212	£1,898,243	-£10,358	£1,887,885
Fryent Primary	£1,417,888	£190,038	£89,038	£0	£211,223	£490,300	£175,000	£0	£31,447	£206,447	£2,114,635	£0	£2,114,635	-£11,457	£2,103,178
Furness Primary	£1,492,026	£314,489	£93,694	£0	£222,682	£630,865	£175,000	£0	£30,179	£205,179	£2,328,070	£159,095	£2,487,165	-£12,056	£2,475,109
Gladstone Park Primary	£1,939,943	£347,830	£90,509	£2,097	£248,479	£688,915	£175,000	£0	£37,787	£212,787	£2,841,645	-£155,415	£2,686,230	-£15,673	£2,670,557
Harlesden Primary	£627,083	£157,254	£33,947	£0	£111,354	£302,556	£175,000	£0	£16,178	£191,178	£1,120,817	£1,097	£1,121,914	-£5,067	£1,116,847
Islamia Primary	£1,186,207	£224,537	£64,047	£0	£95,197	£383,781	£175,000	£92,979	£5,745	£273,725	£1,843,713	£0	£1,843,713	-£9,585	£1,834,129
John Keble Primary	£1,167,673	£288,875	£62,652	£525	£178,342	£530,394	£175,000	£0	£3,047	£178,047	£1,876,113	£13,666	£1,889,779	-£9,435	£1,880,344
Gladstone Park Primary	£1,736,064	£274,466	£110,166	£528	£220,375	£605,535	£175,000	£0	£33,475	£208,475	£2,550,074	£47,452	£2,597,526	£0	£2,597,526
Kilburn Park Junior	£596,193	£165,717	£10,475	£512	£31,156	£207,859	£175,000	£0	£1,879	£176,879	£980,931	£114,512	£1,095,443	-£4,817	£1,090,626
Kingsbury Green	£1,797,845	£255,243	£115,586	£512	£210,451	£581,793	£175,000	£0	£25,300	£200,300	£2,579,938	-£47,289	£2,532,649	-£14,527	£2,518,122
Leopold Primary	£1,281,969	£297,864	£34,700	£0	£74,371	£406,935	£175,000	£0	£25,787	£200,787	£1,889,690	£0	£1,889,690	-£10,358	£1,879,332
Lyon Park Infants'	£1,121,336	£166,395	£205,061	£0	£168,795	£490,251	£175,000	£0	£20,275	£195,275	£1,806,862	-£138,636	£1,668,226	-£9,060	£1,659,165
Lyon Park Junior	£1,473,492	£149,256	£45,392	£0	£325,652	£520,300	£175,000	£0	£26,642	£201,642	£2,195,433	-£143,151	£2,052,282	-£11,906	£2,040,376
Malorees Infant	£562,213	£51,604	£70,610	£0	£39,689	£161,903	£175,000	£0	£2,518	£177,518	£901,634	£0	£901,634	-£4,543	£897,091
Malorees Junior	£738,290	£71,359	£0	£0	£68,791	£140,150	£175,000	£0	£2,992	£177,992	£1,056,433	£13,686	£1,070,119	-£5,965	£1,064,154
Michael Sobell Sinai Primary	£1,924,497	£54,702	£43,946	£0	£60,402	£159,049	£175,000	£0	£7,075	£182,075	£2,265,622	£20,500	£2,286,123	-£15,550	£2,270,572
Michell Brook Primary	£1,442,601	£404,221	£103,532	£0	£143,717	£651,470	£175,000	£0	£26,273	£201,273	£2,295,344	£81,567	£2,376,910	-£11,656	£2,365,254
Mora Primary	£1,229,454	£274,276	£73,507	£0	£159,106	£506,889	£175,000	£0	£24,570	£199,570	£1,935,913	£5,473	£1,941,386	-£9,934	£1,931,452
Mount Stewart Infant	£935,992	£58,207	£112,118	£0	£43,291	£213,616	£175,000	£0	£18,688	£193,688	£1,343,296	£0	£1,343,296	-£7,563	£1,335,733
Mount Stewart Junior	£1,108,980	£67,056	£11,737	£525	£100,196	£179,514	£175,000	£0	£22,142	£197,142	£1,485,636	£0	£1,485,636	-£8,961	£1,476,675
N.W. London Jewish Day Primary	£756,825	£45,460	£30,306	£0	£33,057	£108,823	£175,000	£0	£3,266	£178,266	£1,043,914	£27,808	£1,071,722	-£6,115	£1,065,607
Newfield Primary	£1,096,624	£251,479	£108,215	£0	£191,458	£551,152	£175,000	£0	£20,800	£195,800	£1,843,576	£237,734	£2,081,309	-£8,861	£2,072,449
Northview Primary	£623,994	£132,996	£36,693	£0	£90,881	£260,571	£175,000	£0	£11,812	£186,812	£1,071,377	-£5,212	£1,066,165	-£5,042	£1,061,123
Oakington Manor Primary	£1,955,388	£374,621	£99,526	£1,508	£295,914	£771,570	£175,000	£0	£7,760	£182,760	£2,909,718	-£46,799	£2,862,919	-£15,800	£2,847,120
Oliver Goldsmith Primary	£1,309,770	£159,359	£65,799	£0	£106,704	£331,861	£175,000	£0	£28,657	£203,657	£1,845,289	-£4,552	£1,840,737	-£10,583	£1,830,154
Our Lady of Grace Infant	£556,035	£116,344	£45,392	£0	£53,526	£215,262	£175,000	£0	£1,715	£176,715	£948,012	-£48,896	£899,116	-£4,493	£894,623
Our Lady of Grace Junior	£735,201	£161,047	£0	£0	£98,451	£259,498	£175,000	£0	£2,371	£177,371	£1,172,071	-£97,188	£1,074,883	-£5,940	£1,068,942
Our Lady of Lourdes Primary	£642,529	£183,576	£31,281	£0	£58,760	£273,618	£175,000	£0	£2,518	£177,518	£1,093,665	£22,008	£1,115,672	-£5,192	£1,110,480
Park Lane Primary	£1,189,296	£178,464	£89,064	£0	£124,915	£392,443	£175,000	£0	£18,367	£193,367	£1,775,106	£0	£1,775,106	-£9,610	£1,765,497
Preston Park Primary	£2,313,722	£284,675	£130,963	£0	£314,165	£729,803	£175,000	£0	£36,772	£211,772	£3,255,297	-£159,045	£3,096,252	-£18,695	£3,077,556
Princess Frederica CE Primary	£1,263,434	£143,249	£17,732	£526	£93,227	£254,735	£175,000	£0	£3,832	£178,832	£1,697,000	-£12,718	£1,684,282	-£10,209	£1,674,074
Roe Green Infant	£1,102,802	£116,212	£178,828	£0	£86,319	£381,359	£175,000	£0	£16,569	£191,569	£1,675,730	-£58,083	£1,617,647	-£8,911	£1,608,736
Roe Green Junior	£1,479,670	£164,023	£15,131	£0	£155,743	£334,896	£175,000	£0	£22,232	£197,232	£2,011,798	-£54,905	£1,956,893	-£11,956	£1,944,937
Salisbury Primary	£1,899,785	£292,164	£52,108	£1,043	£166,955	£512,270	£175,000	£0	£37,787	£212,787	£2,624,841	£0	£2,624,841	-£15,349	£2,609,493
St Andrew and Francis CE Primary	£1,300,503	£253,367	£79,386	£1,053	£212,884	£546,689	£175,000	£0	£3,485	£178,485	£2,025,677	-£38,304	£1,987,373	-£10,508	£1,976,865
St Joseph's RC	£1,368,463	£326,900	£74,432	£532	£151,388	£553,252	£175,000	£0	£4,641	£179,641	£2,101,356	-£36,940	£2,064,416	-£11,057	£2,053,359
St Joseph's RC Infant	£648,707	£89,406	£89,038	£0	£58,440	£236,884	£175,000	£0	£1,907	£176,907	£1,062,498	-£48,067	£1,014,431	-£5,242	£1,009,190
St Margaret Clitherow	£648,707	£147,673	£20,368	£523	£73,015	£241,579	£175,000	£0	£2,208	£177,208	£1,067,494	-£20,884	£1,046,610	-£5,242	£1,041,368
St Mary Magdalen's RC JM	£1,093,535	£199,766	£8,147	£1,084	£92,126	£301,123	£175,000	£0	£9,586	£184,586	£1,579,244	-£76,203	£1,503,041	-£8,836	£1,494,205
St Mary's CE Primary	£917,457	£218,511	£58,752	£543	£133,856	£411,662	£175,000	£0	£3,941	£178,941	£1,508,060	£12,634	£1,520,694	-£7,413	£1,513,280
St Mary's RC Primary	£1,158,405	£279,745	£31,869	£0	£124,404	£436,017	£175,000	£0	£3,613	£178,613	£1,773,035	£6,755	£1,779,790	-£9,360	£1,770,430
St Robert Southwell RC	£1,115,158	£124,566	£32,321	£1,115	£89,298	£247,300	£175,000	£0	£3,613	£178,613	£1,541,071	-£33,145	£1,507,925	-£9,011	£1,498,915
St. Joseph's Catholic Junior	£864,943	£128,432	£8,177	£0	£110,611	£247,220	£175,000	£0	£2,543	£177,543	£1,289,706	-£73,392	£1,216,315	-£6,989	£1,209,326
Stonebridge Primary	£1,164,584	£323,694	£82,791	£0	£200,989	£607,474	£175,000	£0	£19,583	£194,583	£1,966,641	£10,771	£1,977,411	-£9,410	£1,968,001

School Name	Basic Entitlement (AWPU)	IDACI Total	EAL	LAC	Low Attainment	AEN Total	Lump Sum	Split Sites	Rates Estimated for 2014/15	School Factors total	Total Allocation	14-15 MFG Adjustment	14-15 Post MFG Budget	De-delegation	Post De-delegation budget
Sudbury Primary	£2,514,512	£303,086	£153,783	£1,096	£306,607	£764,572	£175,000	£0	£8,724	£183,724	£3,462,807	£0	£3,462,807	£0	£3,462,807
Uxendon Manor Primary	£1,300,503	£111,665	£80,306	£1,055	£116,141	£309,166	£175,000	£0	£30,939	£205,939	£1,815,609	£127	£1,815,736	-£10,508	£1,805,228
Wembley Primary	£2,505,245	£329,373	£157,782	£1,092	£291,979	£780,225	£175,000	£0	£39,055	£214,055	£3,499,524	£0	£3,499,524	-£20,243	£3,479,282
Wykeham Primary	£1,479,670	£348,290	£87,818	£526	£156,582	£593,215	£175,000	£0	£34,236	£209,236	£2,282,121	£0	£2,282,121	-£11,956	£2,270,165
Alperton	£5,045,126	£535,763	£55,620	£5,117	£602,648	£1,199,148	£175,000	£276,919	£33,403	£485,322	£6,729,596	£65,079	£6,794,675	£0	£6,794,675
Claremont High	£5,820,765	£415,398	£48,925	£4,822	£306,920	£776,065	£175,000	£0	£39,055	£214,055	£6,810,884	£0	£6,810,884	£0	£6,810,884
Convent of Jesus & Mary Lang C	£4,141,844	£670,322	£55,386	£2,673	£299,291	£1,027,673	£175,000	£0	£27,177	£202,177	£5,371,694	£0	£5,371,694	£0	£5,371,694
Copland	£4,493,770	£631,971	£119,989	£3,130	£464,367	£1,219,458	£175,000	£0	£28,150	£203,150	£5,916,378	£174,958	£6,091,335	-£23,787	£6,067,549
JFS	£6,995,824	£161,010		£526	£194,004	£355,540	£175,000	£0	£81,406	£256,406	£7,607,770	£212,705	£7,820,475	-£37,415	£7,783,059
Kingsbury High	£7,319,607	£661,578	£45,439	£5,728	£605,063	£1,317,807	£175,000	£330,928	£55,032	£560,959	£9,198,374	£0	£9,198,374	£0	£9,198,374
Newman	£2,188,856	£316,812	£92,700	£2,538	£281,133	£693,182	£175,000	£0	£11,869	£186,869	£3,068,907	£572,979	£3,641,886	-£11,606	£3,630,279
Preston Manor	£6,372,280	£726,243	£115,101	£7,888	£553,132	£1,402,363	£175,000	£0	£26,882	£201,882	£7,976,525	£415,625	£8,392,149	£0	£8,392,149
Queens Park	£4,644,313	£523,431	£29,642	£1,029	£370,475	£924,578	£175,000	£0	£29,418	£204,418	£5,773,308	£255,775	£6,029,084	£0	£6,029,084
St. Gregory's	£4,131,324	£510,947	£27,068	£1,054	£247,761	£786,829	£175,000	£0	£17,118	£192,118	£5,110,271	£0	£5,110,271	-£22,115	£5,088,156
The Crest Boys'	£2,256,062	£346,923	£72,100	£982	£308,125	£728,130	£175,000	£0	£12,277	£187,277	£3,171,469	£123,566	£3,295,035	£0	£3,295,035
The Crest Girls'	£3,231,793	£498,795	£46,350	£0	£384,537	£929,682	£175,000	£0	£17,648	£192,648	£4,354,122	£57,470	£4,411,593	£0	£4,411,593
Wembley High	£4,983,927	£466,428	£24,462	£2,098	£351,303	£844,292	£175,000	£0	£31,447	£206,447	£6,034,665	£258,417	£6,293,083	£0	£6,293,083
<b>Total</b>	<b>£134,997,342</b>	<b>£18,660,605</b>	<b>£4,944,770</b>	<b>£57,694</b>	<b>£13,213,904</b>	<b>£36,876,973</b>	<b>£12,600,000</b>	<b>£700,827</b>	<b>£1,440,021</b>	<b>£14,740,847</b>	<b>£186,615,162</b>	<b>£1,575,199</b>	<b>£188,190,362</b>	<b>-£653,424</b>	<b>£187,536,938</b>
<b>Primary</b>	<b>£74,039,093</b>	<b>£12,283,664</b>	<b>£4,293,267</b>	<b>£20,110</b>	<b>£8,348,069</b>	<b>£24,945,110</b>	<b>£10,325,000</b>	<b>£92,979</b>	<b>£1,029,142</b>	<b>£11,447,121</b>	<b>£109,491,199</b>	<b>-£561,374</b>	<b>£108,929,826</b>	<b>-£558,501</b>	<b>£108,371,324</b>
<b>Secondary</b>	<b>£60,958,248</b>	<b>£6,376,941</b>	<b>£651,503</b>	<b>£37,584</b>	<b>£4,865,835</b>	<b>£11,931,863</b>	<b>£2,275,000</b>	<b>£607,847</b>	<b>£410,879</b>	<b>£3,293,727</b>	<b>£77,123,963</b>	<b>£2,136,573</b>	<b>£79,260,536</b>	<b>-£94,923</b>	<b>£79,165,613</b>
<b>Total</b>	<b>£134,997,342</b>	<b>£18,660,605</b>	<b>£4,944,770</b>	<b>£57,694</b>	<b>£13,213,904</b>	<b>£36,876,973</b>	<b>£12,600,000</b>	<b>£700,827</b>	<b>£1,440,021</b>	<b>£14,740,847</b>	<b>£186,615,162</b>	<b>£1,575,199</b>	<b>£188,190,362</b>	<b>-£653,424</b>	<b>£187,536,938</b>

School	2013/14 AWPU	2014/15 AWPU	Variance	2013/14 Total AEN Allocation	2014/15 Total AEN Allocation	Variance	2013/14 School Specific Factor	2014/15 School Specific Factor	Variance	Pre-MFG (School) Budget 2013/14	Pre-MFG (School) Budget 2014/15	Variance	2013/14 MFG Allocation	2014/15 MFG Allocation	Variance	2013/14 Post MFG Budget	2014/15 Post MFG Budget	Variance	2013/14 Control Total - Post Delegation Budget	2014/15 Control Total - Post Delegation Budget	Variance
Ansor Primary	964,996	1,090,446	125,449	274,884	310,619	35,735	225,905	201,760	-24,145	1,465,786	1,602,825	137,039	229,969	71,559	-158,410	1,695,755	1,674,384	-21,371	1,687,572	1,665,573	-21,999
Av. H. Torah Temimah	505,735	571,480	65,745	28,473	32,175	3,701	201,855	176,916	-24,939	736,063	780,570	44,508	149,064	94,035	-55,030	885,127	874,605	-10,522	880,838	869,987	-10,851
Barham Primary	1,804,242	2,038,793	234,551	609,274	688,408	79,134	256,465	233,328	-23,137	2,669,981	2,960,530	290,549	159,253	-89,986	-249,239	2,829,234	2,870,544	41,310	2,813,935	2,854,070	40,135
Braintcroft Primary	1,864,383	2,106,753	242,370	796,155	899,655	103,500	242,472	218,873	-23,599	2,903,010	3,225,281	322,271	157,358	-120,405	-277,763	3,060,369	3,104,876	44,508	3,044,560	3,087,853	43,294
Brentfield Primary	1,377,785	1,556,897	179,112	662,799	748,963	86,164	238,544	214,815	-23,729	2,279,128	2,520,675	241,547	143,513	-63,253	-206,765	2,422,641	2,457,423	34,782	2,410,958	2,444,843	33,885
Byron Court Primary	1,662,090	1,878,161	216,072	446,228	504,102	57,873	227,496	203,403	-24,093	2,335,814	2,585,666	249,852	146,778	-67,543	-214,322	2,482,592	2,518,123	35,531	2,468,499	2,502,947	34,449
Carlton Vale Infant	464,729	525,144	60,415	198,760	224,599	25,839	214,954	190,448	-24,506	878,443	940,191	61,747	142,021	68,487	-73,533	1,020,464	1,008,678	-11,786	1,016,523	1,004,435	-12,089
Chalkhill Primary	1,290,306	1,458,046	167,740	524,180	592,323	68,143	223,315	199,084	-24,231	2,037,801	2,249,453	211,652	283,262	40,931	-242,330	2,321,063	2,290,385	-30,678	2,310,122	2,278,604	-31,518
Christ Church Brond. CE	527,604	596,193	68,589	160,440	181,226	20,786	202,225	177,299	-24,926	890,269	954,717	64,448	166,588	89,107	-77,481	1,056,857	1,043,824	-13,033	1,052,383	1,039,007	-13,377
Convent of J&M RC Inf.	738,099	834,052	95,953	260,234	294,064	33,830	202,137	177,208	-24,929	1,200,470	1,305,324	104,854	40,516	-48,032	-88,548	1,240,986	1,257,292	16,306	1,234,727	1,250,553	15,825
Donnington Primary	574,077	648,707	74,630	227,958	257,593	29,635	215,661	191,178	-24,483	1,017,696	1,097,477	79,781	96,880	3,878	-93,002	1,114,576	1,101,355	-13,221	1,109,708	1,096,113	-13,595
Elsley Primary	1,134,486	1,281,969	147,483	382,646	432,186	49,540	224,492	200,300	-24,192	1,741,624	1,914,455	172,832	130,414	-16,212	-146,626	1,872,037	1,898,243	26,206	1,862,418	1,887,885	25,467
Fryent Primary	1,254,768	1,417,888	163,120	433,894	490,300	56,406	230,442	206,447	-23,995	1,919,104	2,114,635	195,531	166,761	0	-186,761	2,105,865	2,114,635	8,769	2,095,226	2,103,178	7,952
Furness Primary	1,320,377	1,492,026	171,649	558,288	630,865	72,577	229,215	205,179	-24,036	2,107,880	2,328,070	220,190	412,727	159,095	-253,632	2,520,607	2,487,165	-33,442	2,509,411	2,475,109	-34,302
Gladstone Park Primary	1,716,764	1,939,943	223,179	609,901	688,915	79,015	236,580	212,787	-23,793	2,563,244	2,841,645	278,400	84,850	-155,415	-240,264	2,648,094	2,686,230	38,136	2,633,537	2,670,557	37,020
Harlesden Primary	554,941	627,083	72,142	267,748	302,556	34,807	215,661	191,178	-24,483	1,038,350	1,120,817	82,466	97,081	1,097	-95,984	1,135,432	1,121,914	-13,518	1,130,726	1,116,847	-13,879
Islamia Primary	1,049,741	1,186,207	136,466	339,629	383,781	44,152	299,224	273,725	-25,499	1,688,594	1,843,713	155,119	151,760	0	-151,760	1,840,354	1,843,713	3,359	1,831,453	1,834,129	2,675
John Keble CofE Primary	1,033,339	1,167,673	134,334	469,435	530,394	60,958	202,950	178,047	-24,903	1,705,724	1,876,113	170,389	209,775	13,666	-196,109	1,915,499	1,889,779	-25,720	1,906,737	1,880,344	-26,393
Kensal Rise Primary	1,503,535	1,736,064	232,529	524,489	605,535	81,046	232,406	208,475	-23,931	2,260,430	2,550,074	289,644	320,234	47,452	-272,782	2,580,664	2,597,526	16,862	2,567,915	2,597,526	29,611
Kingsbury Green Primary	1,596,481	1,797,845	201,364	516,689	581,793	65,104	224,492	200,300	-24,192	2,337,662	2,579,938	242,276	167,282	-47,289	-214,571	2,504,944	2,532,649	27,705	2,491,407	2,518,122	26,716
Leopold Primary	1,134,486	1,281,969	147,483	360,119	406,935	46,816	224,963	200,787	-24,176	1,719,568	1,889,690	170,122	192,005	0	-192,005	1,911,572	1,889,690	-21,882	1,901,953	1,879,332	-22,621
Lyon Park Infants	992,333	1,121,336	129,003	433,851	490,251	56,401	221,130	195,275	-25,855	1,647,314	1,806,862	159,548	0	-138,636	-138,636	1,647,314	1,668,226	20,912	1,668,899	1,659,165	-20,266
Lyon Park Junior	1,303,975	1,473,492	169,517	460,442	520,300	59,858	224,287	201,642	-22,645	1,988,704	2,195,433	206,729	33,598	-143,151	-176,749	2,022,303	2,052,282	29,980	2,011,246	2,040,376	29,130
Moorees Infant	497,533	562,213	64,679	143,277	161,903	18,626	202,437	177,518	-24,919	843,248	901,634	58,386	67,504	0	-67,504	910,751	901,634	-9,117	906,532	897,091	-9,441
Moorees Junior	653,354	738,290	84,936	124,027	140,150	16,123	202,897	177,992	-24,905	980,278	1,056,433	76,155	103,264	13,686	-89,577	1,083,541	1,070,119	-13,422	1,078,001	1,064,154	-13,848
Michael Sobell Sinai	1,703,095	1,924,497	221,402	140,751	159,049	18,298	206,849	182,075	-24,774	2,050,696	2,265,622	214,927	267,009	20,500	-246,508	2,317,704	2,286,123	-31,582	2,303,263	2,270,572	-32,691
Myell Brook Primary	1,276,638	1,442,601	165,963	576,522	651,470	74,948	225,434	201,273	-24,161	2,078,594	2,295,344	216,750	330,268	81,567	-248,702	2,408,862	2,376,910	-31,952	2,398,037	2,365,254	-32,783
Nile Primary	1,088,013	1,229,454	141,442	448,574	506,889	58,315	223,786	199,570	-24,216	1,760,373	1,935,913	175,541	206,484	5,473	-201,011	1,966,856	1,941,386	-25,470	1,957,631	1,931,452	-26,178
Mount Stewart Infants	828,311	935,992	107,680	189,041	213,616	24,575	218,091	193,688	-24,403	1,235,443	1,343,296	107,853	108,094	0	-108,094	1,343,537	1,343,296	-242	1,336,514	1,335,733	-781
Mount Stewart Junior	981,398	1,108,980	127,582	158,922	179,514	20,592	221,435	197,142	-24,293	1,361,756	1,485,636	123,880	117,254	0	-117,254	1,479,009	1,485,636	6,627	1,470,688	1,476,675	5,988
Newfield Primary	970,464	1,096,624	126,160	487,745	551,152	63,407	220,135	195,800	-24,335	1,678,344	1,843,576	165,232	430,675	237,734	-192,941	2,109,019	2,081,309	-27,710	2,100,790	2,072,449	-28,341
Northview Primary	552,207	623,994	71,787	230,594	260,571	29,977	211,435	186,812	-24,623	994,236	1,071,377	77,141	58,418	-5,212	-63,630	1,052,654	1,066,165	13,511	1,047,972	1,061,123	13,152
NW London Jewish	669,757	756,825	87,068	96,303	108,823	12,519	203,162	178,266	-24,896	969,222	1,043,914	74,692	115,882	27,808	-88,074	1,085,104	1,071,722	-13,382	1,079,425	1,065,607	-13,818
Oakington Manor Primary	1,757,769	1,955,388	197,619	693,768	771,570	77,802	207,512	182,760	-24,752	2,659,049	2,909,718	250,669	205,447	-46,799	-252,246	2,864,496	2,862,919	-1,577	2,849,591	2,847,120	-2,472
Oliver Goldsmith Primary	1,159,089	1,309,770	150,682	293,683	331,861	38,179	227,742	203,657	-24,085	1,680,514	1,845,289	164,775	134,868	-4,552	-139,420	1,815,381	1,840,737	25,355	1,805,553	1,830,154	24,601
Our Lady of Grace RC Inf	492,066	556,035	63,969	190,497	215,262	24,765	201,660	176,715	-24,945	884,223	948,012	63,788	4,020	-48,896	-52,916	888,244	899,116	10,873	884,071	894,623	10,552
Our Lady of Grace RC Jnr	650,621	735,201	84,581	229,645	259,498	29,854	202,295	177,371	-24,924	1,082,560	1,172,071	89,510	-21,093	-97,188	-76,095	1,061,467	1,074,883	13,415	1,055,950	1,068,942	12,992
Our Lady of Lourdes RC	568,610	642,529	73,919	242,140	273,618	31,478	202,437	177,518	-24,919	1,013,186	1,093,665	80,478	116,571	22,008	-94,563	1,129,757	1,115,672	-14,085	1,124,936	1,100,480	-14,455
Park Lane Primary	1,052,475	1,189,296	136,822	347,295	392,443	45,148	217,780	193,367	-24,413	1,617,549	1,775,106	157,557	180,467	0	-180,467	1,798,016	1,775,106	-22,909	1,789,092	1,765,497	-23,595
Preston Park Primary	2,047,541	2,313,722	266,180	645,843	729,803	83,960	235,598	211,772	-23,826	2,928,983	3,255,297	326,314	122,968	-159,045	-282,013	3,051,951	3,096,252	44,301	3,034,589	3,077,556	42,968
Princess Frederica CE	1,118,083	1,263,434	145,351	225,489	254,735	29,245	203,709	178,832	-24,877	1,547,282	1,697,000	149,719	114,485	-12,718	-127,203	1,661,767	1,684,282	22,516	1,652,286	1,674,074	21,788
Roe Green Infant	975,931	1,102,802	126,871	337,486	381,359	43,873	216,040	191,569	-24,471	1,529,457	1,675,730	146,274	66,134	-58,083	-124,217	1,595,591	1,617,647	22,056	1,587,315	1,608,736	21,421
Roe Green Junior	1,309,442	1,479,670	170,227	296,369	334,896	38,528	221,521	197,232	-24,289	1,827,332	2,011,798	184,466	102,674	-54,905	-157,580	1,930,006	1,956,893	26,887	1,918,903	1,944,937	26,034
Salusbury Primary	1,681,226	1,899,785	218,559	453,456	512,270	58,814	236,580	212,787	-23,793	2,371,262	2,624,841	253,580	228,708	0	-						

School	2013/14 AWPU	2014/15 AWPU	Variance	2013/14 Total AEN Allocation	2014/15 Total AEN Allocation	Variance	2013/14 School Specific Factor	2014/15 School Specific Factor	Variance	Pre-MFG (School) Budget 2013/14	Pre-MFG (School) Budget 2014/15	Variance	2013/14 MFG Allocation	2014/15 MFG Allocation	Variance	2013/14 Post MFG Budget	2014/15 Post MFG Budget	Variance	2013/14 Control Total - Post Delegation Budget	2014/15 Control Total - Post Delegation Budget	Variance
Uxendon Manor Primary	1,150,888	1,300,503	149,615	273,720	309,166	35,446	229,951	205,939	-24,012	1,654,558	1,815,609	161,050	184,426	127	-184,299	1,838,984	1,815,736	-23,249	1,829,226	1,805,228	-23,998
Wembley Primary	2,217,031	2,505,245	288,214	690,590	780,225	89,635	237,807	214,055	-23,752	3,145,428	3,499,524	354,096	352,277	0	-352,277	3,497,705	3,499,524	1,819	3,478,906	3,479,282	376
Wykeham Primary	1,309,442	1,479,670	170,227	525,029	593,215	68,185	233,143	209,236	-23,907	2,067,615	2,282,121	214,506	197,266	0	-197,266	2,264,880	2,282,121	17,240	2,253,777	2,270,165	16,388
Alperton Community School	4,079,856	5,045,126	965,270	726,395	1,199,148	472,753	510,279	485,322	-24,957	5,316,529	6,729,596	1,413,066	1,653,113	65,079	-1,588,034	6,969,642	6,794,675	-174,967	6,969,642	6,794,675	-174,967
Claremont High School	4,656,612	5,820,765	1,164,153	493,655	776,065	282,410	237,807	214,055	-23,752	5,388,074	6,810,884	1,422,810	1,490,607	0	-1,490,607	6,878,681	6,810,884	-67,797	6,878,681	6,810,884	-67,797
Convent of Jesus & Mary Lang. Col.	3,313,476	4,141,844	828,369	678,412	1,027,673	349,260	226,309	202,177	-24,132	4,218,197	5,371,694	1,153,497	1,146,265	0	-1,146,265	5,364,462	5,371,694	7,231	5,364,462	5,371,694	7,231
Copland	3,595,016	4,493,770	898,754	797,811	1,219,458	421,647	227,251	203,150	-24,101	4,620,078	5,916,378	1,296,300	1,562,186	174,958	-1,387,228	6,182,264	6,091,335	-90,928	6,160,173	6,067,549	-92,625
JFS School	5,596,659	6,995,824	1,399,165	176,238	355,540	179,302	278,806	256,406	-22,400	6,051,703	7,607,770	1,556,067	1,881,990	212,705	-1,669,285	7,933,693	7,820,475	-113,219	7,898,946	7,783,059	-115,887
Kingsbury High School	5,867,368	7,319,607	1,452,239	765,982	1,317,807	551,826	584,884	560,959	-23,925	7,218,234	9,198,374	1,980,140	1,931,496	0	-1,931,496	9,149,729	9,198,374	48,645	9,149,729	9,198,374	48,645
Newman Catholic College	1,751,085	2,188,856	437,771	443,153	693,182	250,029	211,489	186,869	-24,620	2,405,727	3,068,907	663,180	1,289,915	572,979	-716,936	3,695,642	3,641,886	-53,756	3,684,863	3,630,279	-54,584
Preston Manor School	5,188,999	6,372,280	1,183,281	964,744	1,402,363	437,619	219,517	201,882	-17,635	6,373,260	7,976,525	1,603,265	2,189,180	415,625	-1,773,555	8,562,440	8,392,149	-170,291	8,528,898	8,392,149	-136,749
Queens Park Community School	3,715,450	4,644,313	928,863	564,147	924,578	360,431	228,478	204,418	-24,060	4,508,075	5,773,308	1,265,233	1,609,680	255,775	-1,353,905	6,117,755	6,029,084	-88,672	6,117,755	6,029,084	-88,672
St. Gregory's Catholic Science College	3,305,059	4,131,324	826,265	514,967	786,829	271,862	216,571	192,118	-24,453	4,036,597	5,110,271	1,073,674	1,065,326	0	-1,065,326	5,101,923	5,110,271	8,348	5,081,386	5,088,156	6,771
The Crest Boys' Academy	1,804,850	2,256,062	451,212	496,716	728,130	231,414	211,885	187,277	-24,608	2,513,451	3,171,469	658,018	829,833	123,566	-706,267	3,343,284	3,295,035	-48,249	3,343,284	3,295,035	-48,249
The Crest Girls' Academy	2,585,434	3,231,793	646,359	626,357	929,682	303,325	217,084	192,648	-24,436	3,428,875	4,354,122	925,247	1,047,496	57,470	-990,026	4,476,371	4,411,593	-64,778	4,476,371	4,411,593	-64,778
Wembley High Technology College	3,987,141	4,983,927	996,785	517,593	844,292	326,699	230,442	206,447	-23,995	4,735,176	6,034,665	1,299,489	1,650,465	258,417	-1,392,048	6,385,642	6,293,083	-92,559	6,385,642	6,293,083	-92,559
<b>Total</b>	<b>114,377,847</b>	<b>134,997,342</b>	<b>20,619,495</b>	<b>29,603,428</b>	<b>36,876,973</b>	<b>7,273,545</b>	<b>16,490,732</b>	<b>14,740,847</b>	<b>-1,749,885</b>	<b>160,472,007</b>	<b>186,615,162</b>	<b>26,143,156</b>	<b>28,365,436</b>	<b>1,575,199</b>	<b>-26,790,236</b>	<b>188,837,442</b>	<b>188,190,362</b>	<b>-647,081</b>	<b>188,184,045</b>	<b>187,536,938</b>	<b>-647,107</b>
<b>Total Primary</b>	<b>65,521,322</b>	<b>74,039,093</b>	<b>8,517,772</b>	<b>22,078,731</b>	<b>24,945,110</b>	<b>2,866,379</b>	<b>12,889,930</b>	<b>11,447,121</b>	<b>-1,442,809</b>	<b>99,658,030</b>	<b>109,491,199</b>	<b>9,833,169</b>	<b>9,017,884</b>	<b>-561,374</b>	<b>-9,579,258</b>	<b>108,675,914</b>	<b>108,929,826</b>	<b>253,911</b>	<b>108,144,212</b>	<b>108,371,324</b>	<b>227,113</b>
<b>Total Secondary</b>	<b>48,856,525</b>	<b>60,958,248</b>	<b>12,101,723</b>	<b>7,524,697</b>	<b>11,931,863</b>	<b>4,407,166</b>	<b>3,600,802</b>	<b>3,293,727</b>	<b>-307,075</b>	<b>60,813,976</b>	<b>77,123,963</b>	<b>16,309,987</b>	<b>19,347,552</b>	<b>2,136,573</b>	<b>-17,210,979</b>	<b>80,161,528</b>	<b>79,260,536</b>	<b>-900,992</b>	<b>80,039,833</b>	<b>79,165,613</b>	<b>-874,220</b>
<b>Total</b>	<b>114,377,847</b>	<b>134,997,342</b>	<b>20,619,495</b>	<b>29,603,428</b>	<b>36,876,973</b>	<b>7,273,545</b>	<b>16,490,732</b>	<b>14,740,847</b>	<b>-1,749,885</b>	<b>160,472,007</b>	<b>186,615,162</b>	<b>26,143,156</b>	<b>28,365,436</b>	<b>1,575,199</b>	<b>-26,790,236</b>	<b>188,837,442</b>	<b>188,190,362</b>	<b>-647,081</b>	<b>188,184,045</b>	<b>187,536,938</b>	<b>-647,107</b>

 <b>Brent</b>	<p><b>Executive</b> 9 December 2013</p> <p><b>Report from the Director of Children and Families</b></p>
Wards Affected: ALL	
<b>High Needs Students Eligibility Policy</b>	

## 1.0 Summary

- 1.1 This report seeks approval for a High Needs Eligibility Policy which provides clear criteria for deciding on educational provision for young people between 16 and 25. It includes criteria both for writing a learning difficulty assessment and the decision making about the provision the young person will receive. The policy aims to get the best outcome for each learner and ensure that the learning the young person undertakes is both meeting their needs and is going to benefit them in later life, and proposes a policy to manage the Learning Disability Assessment (LDA) and applications for placements. It states that local cost effective provision will be considered prior to considering applications for high cost out of area placements in order to promote value for money. The proposed policy complies with the statutory guidance.
- 1.2 The new national funding arrangements make local authorities (via the Direct Schools Grant) financially responsible for education and training up to aged 25 for young people identified as high needs (HNS). Prior to this the funding was managed by the Education Funding Agency and was demand led.

## 2.0 Recommendations

- 2.1 That the High Needs Students Eligibility Policy for the education and training needs for post 16 high needs students be approved and published on the Council's website .
- 2.2 That the approach underpinning the policy, namely that each learner should have their education and training needs met in local, cost effective local provision wherever possible based on the needs identified in the learning difficulty assessment be endorsed.

## 3.0 Detail

## **Introduction**

- 3.1 Despite often having the same aspirations as their peers, young people with a learning difficulty and/or disability are less likely to achieve paid employment, independent living, good health and community inclusion as they move into adulthood. These are the building blocks to a fulfilling adult life that most people take for granted.
- 3.2 The 2011 Special Educational Needs and Disability Green Paper, sets out ambitious proposals to reform the system of support for young people with Special Educational Needs and disabilities and their families, to enable young people achieve better life outcomes.
- 3.3 In the meantime however the funding mechanism which provides assistance to young people from 16 to 25 years of age has changed placing responsibility on Local Authorities to allocate appropriate provision, and the Council therefore needs to have processes in place to support this change and ensure that the allocated budget is not exceeded.

## **Background**

- 3.4 Prior to the academic year of 2013/14 post 16 learners with high cost learning support needs were funded through four streams:
  - Special Educational Needs Block Funding Grant. This was paid by the Education Funding Agency directly to Local Authorities and was calculated on an historic basis to support post 16 learners in school provision with statements of special educational needs.
  - High cost Additional Learning Support. Paid directly to providers by the Education Funding Agency for learners whose support needs were over £5,500 per year. This was based on an average cost of provider history.
  - Specialist Placement Budget for Independent Specialist Providers. This was paid to providers by the Education Funding Agency but placements, budgets and monitoring were managed by the Local Authority.
  - Specialist placements in Further Education colleges, for learners whose support costs exceed £19,000 per year. The costs and placements were agreed by the Local Authority, who authorised payment on behalf of the Education Funding Agency
- 3.5 Since 2010 Local Authorities have been responsible for making decisions about the education provision offered to young people aged 16-25 with Learners with Learning Difficulties and Disabilities, including (where

appropriate) an Independent Specialist Provider, sometimes involving residential accommodation

- 3.6 Funding for this type of education or training course was provided by the Education Funding Agency, often in conjunction with health and Local Authority Social Care Services where non-education and training provision forms part of the whole package.

### **Current Position**

- 3.7 From September 2013 onwards, responsibility for high needs funding has transferred to local authorities who are now required to meet the support costs for Post 16 high needs students. The Education Funding Agency will now allocate the money to the Council through the High Needs Block of the Dedicated School Grant instead of paying it directly to FE providers. The allocation for Brent Council to fund post 16 high needs is less than the amount previously spent in line with the DfE's intention to make efficiency savings.
- 3.8 The funding reforms are also designed to ensure that the funding for high needs provision is arranged on an equivalent basis across different types of provision and providers. The reforms are intended to support the integrated approach to provision from birth to 25 proposed in the Special Educational Needs and Disability Green Paper.
- 3.9 The DfE funding reforms are a move to a funding approach based more on actual pupil numbers and to combine this with a base level of funding to offer Schools, Colleges and Training Providers some stability. The new approach will see provision for high needs pupils and students, aged 0–25, funded on a mixture of a place- and a pupil-led basis, known as “place-plus”. Under this approach high needs funding will comprise three elements, which can be applied across all provision for high needs pupils and students.
- Element 1 – Core funding, mainstream programme funding costs, paid annually direct by the Education Funding Agency to Schools, Colleges, Training Providers and Independent Specialist Providers.
  - Element 2 – Additional learning support funding, paid at £6,000 per year for learners with high cost support needs – paid directly by the Education Funding Agency to Schools, Colleges, Training Providers and Independent Specialist Providers.
  - Element 3 – Top up funding. Funding from the commissioning Local Authority's high needs block, to meet the needs of individual learners. The high needs block is paid to local authorities as one of three notional non ring-fenced blocks in the Dedicated School Grant – paid by the Local Authority to Schools, Colleges, Training Providers and Independent Specialist Providers.

- 3.10 The funding reforms will enable the Council to influence and fund providers who offer bespoke and innovative programmes within Brent responding to identified needs. The Council will work with local colleges and training providers to consider what changes they could make in response to this and are working closely to shape programmes that will meet need within the borough from September 2014.

#### 4.0 Financial Implications

- 4.1 The DfE has implemented changes to the way that the education of young people with High Needs is funded in 2013/14. A proportion of the funding has been transferred into the ring fenced Dedicated Schools Grant (DSG) which the Council manages in consultation with the Schools Forum.
- 4.2 The local authority is required to honour the commitment to existing students for the remainder of their course and to assess eligibility for all new students for support from the high needs block.
- 4.3 The new Element 3 funding arrangements from the Local Authority will apply to High Needs Students from September 2013/14. A robust decision making process has already started in Brent by the set up of a tracking group consisting of connexions, transitions and SEN team.
- 4.4 The Education Funding Agency has funded Brent for 220 High needs students and £1.3 million funding has been provided in the DSG for the period September 2013 to 31st March 2014. This may increase demand and expenditure on the DSG.
- 4.5 The budget for 2014/15 is unknown as yet, as it will be determined by the Councils' data return on potential students for the 2014/15 academic year to the DFE in December 2013.
- 4.6 For this year's allocation which is from Sept 2013 to March 2014, there has been a mismatch in the element 2 funded places paid to colleges, directly by the EFA. The current allocation from EFA to the local authority has meant that we have supplemented colleges and independent providers. We anticipate next year that element 2 funded places to colleges will be doubled through working closely with further education providers.
- 4.7 The table below shows the budget and the projected financial implications :-

		£000's
Budget Allocation Part year Sept 2013 to Mar 2014:		£1,317
Number of Young People Supported:	126	
Projected additional demand part year Sept 2013 to Mar 2014	14	
Average spend per young person :		£18
Projected Gross Cost for part year Sept 2013 to Mar 2014		£1,479
Commissioned places funded directly to Colleges Part year Sept 2013 to Mar 2014: Element 2 :	49	-£172

Projected Budget Requirements for 2013/14		£1,307
		£000's
Under new policy, no of young people projected to require support in 14/15 :	150	
Average spend per young person :		£18
Projected Gross Cost for 2014/15		£2,716
Commissioned places funded directly to Colleges for 2014/15: Element 2 :	72	-£432
Projected Budget Requirements for 2014/15		£2,284

## 5.0 Legal Implications

- 5.1 In accordance with the Education Act 1996 (as amended by the Apprenticeships Skills Children and Learning Act 2009) the Authority has a statutory duty to ensure there is sufficient suitable education to meet the reasonable needs of persons in its area who are over compulsory school age but under 19 and persons in its area who are aged 19 or over but under 25 and are subject to learning difficulty assessment.
- 5.2 Under Section 139A of the Learning and Skills Act 2000 the authority has a statutory duty to arrange for a Learning Difficulty Assessment (LDA) to be carried out for any pupil with a Statement of Special Educational Needs (SEN) who:
- Will be leaving school aged 16 -19 and
  - Is going on to further education, higher education or training and
  - is likely to need additional learning support to access education or training opportunities
  - New Children arriving from abroad who do not have a statement and have a learning difficulty or disability
  - Children in mainstream schools that are supported by school action and school action plus support

## 6.0 Diversity Implications

- 6.1 An equalities impact assessment has been carried out in respect of this policy. This assessment has not identified a negative impact on any groups with protected characteristics. The policy is positive in respect of the affected groups, young people with additional needs, learning difficulty, special educational needs, it emphasises that educational provision and the learning the young person undertakes will meet their needs and is going to benefit them in later life. There is also emphasis on Local Authorities to work with local further education providers to commission new FE courses for young people into the future that are person centred and focussed on enabling young people with disabilities to live active, independent and fulfilling lives in the community. Clearly it is important that this policy forms part of a wider

approach to inclusion of young people with disabilities, as reflected in the Council's SEND Strategy. It will also be important to monitor the impact of this policy as it is implemented.

## **7.0 Staffing/Accommodation Implications (if appropriate)**

Not applicable

### **Background Papers**

Section 139A Learning Difficulty Assessments Statutory Guidance For local authorities - April 2013

### **Appendices**

Appendix A - High Needs Students Eligibility Policy

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Sara Williams

Acting Director Children and Families

# **Brent Council**

## **High Needs Students Eligibility Policy**

### **1.0 Purpose of this document**

- 1.1 This document sets out the Policy for the Learning Disability Assessment (LDA) and the provision of additional financial support for Post-16 learners identified as high needs students attending a Further Education College or Independent Education Provider
- 1.2 This document is to ensure that Brent has a clear policy to assess the needs of students with high needs from 16-25 years old for the year 2014 -2015 onwards.
- 1.3 Whilst this document is guidance to ensure all interested parties understand the process in Brent for assessing the funding for high needs students; it is not designed to be prescriptive for every individual case.
- 1.4 This document will be reviewed to take account of any relevant policy changes by the Head of Pupil Parent Services.
- 1.5 Eligibility for financial support will be subject to a Section 139a Learning Difficulty Assessment being completed 12 months prior to the commencement of study
- 1.6 Applications for Independent Specialist Provision will require the Learning Difficulty Assessment (139a) to state why the local provision cannot meet student's learning needs.
- 1.7 The post 16 college/education provider will undertake their own assessment to ensure the student is suited to its provision and appropriate support can be provided and will confirm this to the Council based on the same criteria as assessments undertaken by the Connexions Service.

### **2. Introduction and Context**

- 2.1 Legislation requires each local authority in England to make the necessary arrangements for young people with learning difficulties and disabilities to receive suitable education or training over the age of 16.
- 2.2 The responsibility for making suitable arrangements for a young person lies solely with the local authority in which that young person is resident. The Department for Education publishes statutory guidance containing detailed information, mentioned below as Statutory Guidance.

2.3 The duty to provide a LDA is outlined in the following legislation:

- The Education Act 1996 (as amended by the Apprenticeships, Skills, Children and Learning Act 2009 (“the ASCL Act”) 1)
- Sections 139A to 139C of the Learning and Skills Act 2000 (“the 2000 Act”), which were inserted into that Act by section 80 of the Education and Skills Act 2008.

### **3.0 Learning difficulty assessment**

3.1 What is a learning difficulty assessment?

A learning difficulty assessment (LDA), often referred to as a Section 139a assessment, is an assessment required by statute. Its purpose is to provide a comprehensive report of the support needed by a young person between the ages of 16 and 25 with learning difficulties or disabilities to ensure he or she is able to succeed in post-16 education or training or higher education. The LDA is a stand-alone document that draws together a range of information about the young person.

3.2 When are Learning Difficulty Assessment carried out – the duty?

Brent Council has a legal duty to arrange for a Learning Difficulty Assessment (LDA) to be carried out for any pupil with a Statement of Special Educational Needs (SEN) who:

- Will be leaving school aged 16 -19 and up to 24
- Is going on to further education, higher education or training and
- is likely to need additional learning support to access education or training opportunities.

3.3 When is a LDA completed for non statemented pupils?

There will be occasions when a LDA will be made for a learner not previously the subject of a statement of special educational need but who appear to have significant learning difficulty and is likely to move to post-16 education or training or higher education.

A LDA may also be arranged for a young person not attending school if he or she intends to return to further education, training or higher education.

Where a learner has arrived from outside of the UK without a statement and with SEN

Where the learner has had additional funding/support at school that has been monitored by the LA i.e. school action, school action plus

### 3.4 Main duties of the Local Authority

The main duties when completing LDAs are set out below:

- Local authorities are responsible for ensuring that high quality and timely LDAs take place.
- If a young person has an LDA, the local authority must continue to support the young person up to the age of 25 (if they stay in further education or training and provided they still have learning difficulties).
- The LDA report must be specific about the level of need required and the support and learning provision required to meet those needs.
- The LDA should have a specific focus on the learning programme that is required to enable the young person to progress towards greater independence and where appropriate employment.
- The LDA should take account of the young person's aspirations and views.
- The LDA should build on the views, and where appropriate, expertise of other people who have already supported the young person being assessed.
- LDAs should be shared and where possible, agreed with the young person and/or their parents or carers
- "Unless the learner/parent/carers has expressly refused permission, the local authority will share the LDA with the college or other education or training provider and will do so in sufficient time to ensure provision and support is in place from the outset."

## 4 Content of LDAs

4.1 A LDA would identify a young person's learning needs and aspirations and detail the provision required to meet those needs. Assessment questions are likely to include:

- Nature of Disability/Special Educational Needs
- How does this affect the person? What can s/he/can't s/he do? What support does the young person currently receive/ how are the needs currently met?
- Current attainments and further education and/or training needs identified:
- What are the Young Person's short/long term goals?
- FE or work based provision explored and provision identified as appropriate by the young person and the transitions worker.
- What support will the young person need in the above provision?
- What other agencies are involved in helping to plan for the young person to provide further support, and what other relevant assessment plans have been drawn up? E.g. Social Services Assessment of Children in Need Plans, Care Plans.

## **5 Who carries out the LDA at Brent Council?**

- 5.1 In Brent the LDA will be carried out by the Connexions Service. The Connexions Personal Adviser (PA) or Careers Adviser will work with each school/College and the Council's Special Education Needs Assessment team to identify those pupils who are eligible for an LDA. The LDA will be prepared by the Connexions PA/Careers Adviser in collaboration with the special educational needs team and the Transitions Service.

## **6.0 PROCEDURE FOR ASSESSING APPLICATIONS for High Needs Students engaged in EDUCATION AND TRAINING POST -16**

### **6.1 Process for LDA**

- a. The preparation for the LDA will begin in the Autumn Term prior to the young person leaving school.
- b. Young People in conjunction with their parents will be assisted to apply for assistance with Education and Training by Connexions Personal Advisers.
- c. The Connexions Adviser or the Careers adviser in schools will liaise with the Parent and Young Person to provide independent Careers guidance for training as well education to identify a suitable course or training for the Young Person at a local further education provision.
- d. The Evidence in the LDA must demonstrate the match between the assessed education and training needs of the individual and the provisions that are being sought to meet those needs.
- e. The assessment should also consider whether the young person capable of further learning, what evidence is required/available to support future outcomes.
- f. The college will consider the application for the course and make an assessment whether the young person is suitable for the proposed course and whether they will be able to meet their needs.
- g. The college will submit the Rationale of High Needs form to Brent Council detailing how the college can meet the learner's needs as set out in the LDA. An outline of the expected benefits and educational outcomes expected from attending the course must be included.
- h. All additional costs with detail of the support to be provided must be clearly set out in the submission to the Council.

### **6.2 How should the LDA be written?**

- a. The LDA should be thorough, clear and specific about the provision required to meet needs. The PA will have considered up to date information about education and training provision, relevant support services, and of future plans for provision in the local area and to some extent nationally. This will

inform decisions over the education and training options that will be funded by the local authority.

- b. It is recognised that a LDA may reflect conflicting views, where, for instance, the family and some professional persons come to differing opinions. Local authorities are expected to come to an independent view and may on occasion have to prefer one body of evidence to another.
- c. The PA or Careers adviser is expected to give appropriate guidance on this and may make a recommendation. This expectation is intended to prevent the LDA from appearing ambiguous or not providing a robust evidence-based assessment as to the education and training provision needed.

## **7.0 Criteria for Decision**

In deciding whether the available education is suitable to meet the learner's reasonable needs the following will be considered.

- (a) The learner's age, ability and aptitude
- (b) The learner's learning difficulties as identified
- (c) The learning and career aspirations and wishes of the learner and his or her family
- (d) The quality and suitability of the education or training available locally; and
- (e) The locations and times at which the education or training is provided.

The outcome for each learner will be one of the following:

- 1. Local non 'high cost' provision
- 2. Local 'high cost' provision
- 3. Neighbouring local authority 'high cost/ provision
- 4. ISP day provision
- 5. ISP residential provision
- 6. Social Care placement (day or residential)
- 7. Non take-up in the year in question for health or other reasons
- 8. Other
- 9. Further consideration required/evidence to be obtained

## **8.0 Criteria for Provision**

- 8.1 Education and training will be considered for young people with learning difficulties and or disabilities in a local mainstream provider where possible. It is expected that this will include all or nearly all learners with additional needs.
- 8.2 When determining the level of provision required by a learner, the learning difficulty assessment will remain the leading informative document. Recommendations for certain services and therapies will be considered only where they are identified in the learning difficulty assessment by suitably professional persons. Local authorities are under a duty to provide appropriate education, and are required to do so in a cost-effective way.
- 8.3 A potential placement will be regarded as appropriate if it meets generally most of the aspirations of the learner. It will not be necessary to meet each and every aspiration of the learner.
- 8.4 Local authorities will be fully involved in reviewing the needs of the learner in all areas where support is to be funded and also in working closely with the young person, their family/carers and educational establishments to ensure that the learning the young person undertakes is both meeting their needs and is going to benefit them in later life.
- 8.5 Local authorities will also work with local further education providers to commission new forms of personal educational development opportunities. These will be person centred and focussed on enabling young people with learning difficulties and disabilities to learn new skills and live active, independent and fulfilling lives in the community.
- 8.6 Local authorities will seek to make a placement locally before looking elsewhere. Where the needs of the learner cannot be met in mainstream provision, 'high cost' or more specialist local provision will be sought. Because of the quantity and quality of existing local provision it is only when education for a learner in a mainstream or 'high cost' local setting is not possible will education in an Independent Specialist Provider (ISP) be considered. Such independent provision will not be agreed where suitable local provision can be made. The breadth and scale of provision locally, regionally and nationally will be considered when determining how best to meet the learner's need, in the most cost effective way.
- 8.7 Residential provision will be made only where this is essential to allow the learner to attend the necessary course.
- 8.8 Any recommendation for placement at an ISP must include evidence that clearly demonstrates that education in a mainstream or 'high cost' local

setting has been considered but is clearly not appropriate. Local authorities will not consider requests for funding a placement at an ISP where there is insufficient evidence to demonstrate that all other options have been properly considered. The evidence must further demonstrate, through relevant and up to date assessment that independent specialist provision is essential to enable the learner to participate in education and training. An ISP may be considered if the learner has medical or care needs which mainstream provision cannot address and which would otherwise prevent his or her access to education.

- 8.9 Evidence must demonstrate the match between the assessed education and training needs of the individual and that the placement that is being sought. This will form part of the LDA, which will also show the likely benefits that the granting of the placement would provide, including how the placement will impact on the learner's reasonable long-term prospects, in terms of educational, employment and social aspirations. In this regard, local authorities will assess the costs of the placement in line with the benefits that the learner is expected to gain. Benefits must be commensurate with the cost of the placement.
- 8.10 It is recognised that independent provision is usually more expensive and that the budget available to local authorities is limited. Any placement decision is made within the context of the limited resources available.<sup>1</sup>
- 8.11 Periodic reviews of the LDA will be arranged depending on the changing needs of the client. These may be requested by the learner, parent/guardian, education and training providers, local authority, or other professionals.
- 8.12 Local authorities in considering the provision of education will take into account the Equality Act 2010, which imposes duties upon providers to make support available for learners with learning difficulties. Local authorities will also take into account their duty to encourage diversity in the education and training available to learners.

#### **ISP Placements decisions further information**

- 8.13 Decisions to fund a placement at an ISP will be agreed on an annual basis by the Local Authority.
- 8.14 The authority expects the relevant ISP to provide a learner review report at the end of the learner's first term, each summer term, and in the final term of a placement. The responsibility to make such a report lies with the ISP. The

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<sup>1</sup>The Statutory Guidance states specifically that 'the model for commissioning provision should take account of value for money considerations ensuring that placement proposals ... remain within the indicative budget allocations made by the Education Funding Agency ... while delivering positive outcomes for young people' (section 17.2)

report will demonstrate the learner's progress towards agreed outcomes and transition planning.

- 8.15 The authority will use such reports to inform future funding decisions for learners who are due to continue their agreed programme of study for a further academic year. The authority will consider whether the programme of learning is still relevant, whether appropriate progression is being made, recent developments and changes in the learner's circumstance or programme.

### **Requests for extensions to placements**

- 8.16 Any request for extending the duration of an originally agreed placement should be made only in exceptional circumstances, such as if a medical emergency has prevented a programme of study from being completed.
- 8.17 Any extension request must be accompanied with reasons to justify the extension together with appropriate evidence. Extension requests must be made to the local authority by no later than 31st May in the calendar year in which the extension would take effect.

## **9.0 Approval of Applications**

- 9.1 The High Needs Officer in the Special Education Needs Service will assess each application for post 16-education to ensure that it meets all criteria and that sufficient funding is available.
- 9.2 The application will then be considered by High Needs Panel, agreed and appointed by the Head of Pupil and Parent Services, and will include Local Authority Education, Adult Social Care, Connexions and Health representatives.
- 9.3 Internal meetings will take place, usually by the end of January prior to the September in which the learners will commence placement. These will examine the requirements of each learner for whom high cost provision is an option or is being sought. At these meetings the recommendations of the LDA will be considered, these recommendations will have been produced through collaboration between the SEN Key worker, the PA and in certain cases the Transitions Worker.
- 9.4 The case for each potential high cost learner will be discussed and a minuted decision will take place. Cases will be considered in accordance with the principles explained above in the Section 7 'Criteria for Decision' and Section 8 'Criteria for Provision'

- 9.5 A decision with reasons will be sent in writing to the college/applicant.

## **10 Review process**

- 10.1 Where a decision has been made to refuse an application and the learner, their parent/carer believes the assessment process has not been followed correctly they may ask the Council to review its decision. The following process will apply:-

### **Starting the review process**

- 10.2 If the applicant disagrees with the decision regarding funding they must inform the authority in writing within 28 days of the date on the decision letter stating the grounds for a review and enclosing a copy of the decision letter.
- 10.3 The review is an opportunity to ensure that all relevant information and evidence has been made available to all parties. It will also ensure that the authority is able to ensure any decision made is based on relevant and up-to-date information.

### **Grounds for a review**

- 10.4 The applicant should provide reasons why they are requesting a review. The reasons don't have to be lengthy but will need to explain clearly why they disagree with the decision reached and what they are asking the authority to do.
- 10.5 If the applicant has additional information or evidence, which supports the review they should send copies of this with their request, in particular, if any relevant circumstances have changed.

### **Who will review the decision?**

- 10.6 The review will be carried out by the Head of Pupil Parent Service or her appointed nominee within the Council who would not have been involved in the assessment of the original application.
- 10.7 The review will generally be by written representations and on the basis of the documents considered by the Panel and any subsequent documentation put forward. On occasion if required due to the needs of the learner the Head of Pupil Parent Service or her appointed nominee may decide the review is better conducted by way of oral presentation in which case a hearing will be held.

## **11 After the Review - The Decision**

- 11.1 The applicant will receive the decision and reasons by post within 21 working days of the review.

- 11.2 If the Local Authority finds in favour of the young person Education Services will set the appropriate processes in motion.
- 11.3 If the application is refused and the applicant remains dissatisfied further redress is set out under Section 12 below.

## **12.0 Complaints and Further Action**

- 12.1 Students with learning difficulties and/or disabilities should have a choice in the education and training provision that is made available to them. Wherever possible an appropriate system should allow an individual's preferences to be met. However, as with other young people entering post 16 education, choice is constrained by the availability and cost, both of learning and additional support. Through the assessment process pre- and post-16, the system should encourage agreement to be reached between young people and their parents and the local authority. This will not always happen, and parents or the young person may wish to challenge the decisions of the local authority.

How this will happen will vary according to the circumstance:

- i. If the local authority decides not to carry out a LDA, the parent can complain using the local authority's complaints procedure.
  - ii If the original decision is upheld and the young person remains dissatisfied, access to the local authority mediation service is available. Brent Council uses an independent mediation services to support this process.
- 12.2 Having complained to a local authority, parents or students, if they remain dissatisfied, of course have recourse to the Local Government Ombudsman or to seek a judicial review.

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**Executive**  
9 December 2013

**Report from the  
Director of Children and Families**

Wards Affected: ALL

## **Amalgamation of the Pupil Referral Units**

### **1.0 Summary**

- 1.1. Following the recent restructure of the Council's alternative education, behaviour and attendance services in the Children and Families Department, the Executive is now asked to approve formally the amalgamation of the Council's Key Stage 3 (Stag Lane) and Key Stage 4 (Poplar Grove) Pupil Referral Units as part of the restructure.

### **2.0 Recommendations**

That the Executive:

- 2.1 agree to the formal amalgamation of the Council's Key Stage 3 and Key Stage 4 Pupil Referral Units (PRUs) as part of the restructuring of the borough's alternative education provision.

### **3.0 Detail**

#### **Background**

- 3.1 Over the last six months, the Children and Families Department has carried out a fundamental review of its alternative education, behaviour and attendance services as part of the One Council Programme. The review has sought to reshape the services to meet a complex range of policy, financial and operational challenges, including changes to the funding framework for alternative education, new service and demographic trends, and a need to develop a service model more closely focussed on prevention and support to Children in mainstream settings.

3.2 The structure for the new Inclusion and Alternative Education Service is designed to achieve:

- A more cost efficient and focused model of service delivery thereby reducing the planned place costs of Pupil Referral Units and freeing up resources to invest in preventative and exclusion services.
- A greater focus on preventative work in primary schools and transition work between primary and secondary schools, with access to a wider range of support to address behavioural, social and mental health issues.
- An extended remit for the Pupil Referral Unit which includes a strong core offer of commissioned services, dual registration, pre-exclusion/behavioural support, and multi-agency work.
- Further reductions in the number of fixed term and permanent exclusions.
- Strong links between the newly amalgamated Inclusion and Alternative Education Service, the Special Educational Needs/Disability Service and Early Help Family Support Service through either hub and spoke arrangements or co-location of staff/services.
- Much closer partnership working on behaviour and attendance between schools, supported by the development of a clear Behaviour and Attendance Strategy.
- Improved specialist assessment and support for particular group of vulnerable pupils and those newly arrived in order to prevent an escalation of difficulties and to avoid high-cost Borough specialist placements.
- A more co-ordinated approach to the commissioning and quality assurance of alternative providers from the private and voluntary sectors on behalf of schools and the Local Authority.
- An increased focus on working with the Corporate Parenting Group to raise the profile of looked after children education issues.

3.3 The vision for the new service is that it should be co-owned with the schools and schools have been involved in shaping the new service as far as possible. Schools' views on current behaviour, attendance and inclusion support have helped to shape final proposals, both through an independent review of behaviour management in twelve Brent secondary schools and six primary schools, and via feedback from the Schools' Forum and other groupings. Proposals for the new structure have actively addressed schools' concerns and were endorsed by the Schools Forum in June 2013. School representation on a newly constituted single PRU Management Committee, which now includes several Brent Head Teachers and Deputy Heads, will ensure that the reshaped service continues to meet schools' current and emerging needs effectively.

## **Proposals**

3.4 The aspect of the new service model which requires Executive approval is the amalgamation of the Key Stage 3 and Key Stage 4 PRUs.

- 3.5 Within the new structure, the Key Stage 3 and 4 PRUs will be amalgamated under a single Head Teacher, with teaching staff expected to work across both settings. There are a number of advantages to an amalgamation. In particular, teaching staff would be expected to work across the different age ranges within the service, potentially smoothing the transition for those pupils who move from the K3 to K4 PRUs, and increasing opportunities for staff professional development. The model will also ensure more effective use of staffing resources, with professional expertise and leadership shared across the service. There will be 36 places at the KS 4 PRU and 20 places at the KS 3 PRU. A key role for the PRU will be to strengthen the vocational offer for pupils and develop a programme of commissioned services /places for schools to buy into at the start of the financial year. There will be 27 permanent posts in the PRU, including leadership, teaching and support roles.
- 3.6 The amalgamation does not require the closure of any buildings. The staffing reductions have already been the subject of extensive discussion and productive work with the teacher and support staff trades unions to ensure a smooth transition (see paragraph 7 below).
- 3.7 In accordance with Department for Education (DFE) guidance, the Council is required to notify the DFE of any PRU amalgamations or closures. Officers are therefore proposing to notify the DFE of the intention to close the KS 4 PRU and amalgamate its provision with the KS 3 Centre from January 2014. This approach will signal that the two PRUs will in future be working as a single unit, rather than expanding or developing new provision (which would trigger a requirement to follow the Academy route). The Stag Lane PRU, which is currently rated 'Good' by OFSTED, will retain its DFE Number, while the Poplar Grove PRU, which was recently rated as 'Requires Improvement', will close. The Executive is asked to agree this proposal.

#### **4.0 Financial Implications**

- 4.1 Following the wider restructure of the alternative education service, the full year net costs of the KS 3 and KS 4 PRUs is now estimated at £1,530,004, compared to a previous net cost of £1,879,005 (based on the 2013/14 budget). This represents a net reduction of £349,001, which largely due to leaner leadership structures and a reduced number of teaching and learning responsibility payments.
- 4.2 The amalgamation of the two PRUs will ensure more effective use of staffing resources, with leadership and teaching staff shared across the two sites. There may also be scope to further reduce the costs of some support services through joint commissioning. Finance will work with the service to assess the scope for any additional reductions in non-staffing budgets in 2014/15, based on the new operating model.

## **5.0 Legal Implications**

- 5.1 Under Section 19 of the Education Act 1996 the Council has a statutory duty to make arrangements for the provision of suitable education at school or otherwise than at school for children of compulsory school age who by reason of illness exclusion from school or otherwise may not for any period receive suitable education unless such arrangements are made for them. The Council is able to meet this duty via the provision available at the KS3 and KS4 PRU's.
- 5.2 The staffing changes at the PRUs that arose through the wider restructuring were managed in accordance with the Council's Managing Change Policy and Procedure and resulted in a number of voluntary redundancies and one compulsory redundancy. The consultation paper issued as part of that process explained the rationale for the changes and made clear that appropriate support would be offered to all staff affected by the proposals. This is helping to manage the potential legal risks associated with any restructuring process effectively.

## **6.0 Diversity Implications**

- 6.1 A predictive Equality Impact Assessment was completed to support the wider alternative education review process, with input and support from the Council's Equality Team (see consultation paper, September 2013). This indicated that there should not be any negative impact on pupils who may have specific protected characteristics under the 2010 Equality Act as a result of the changes.

## **7.0 Staffing/Accommodation Implications**

- 7.1 The staffing restructure reduced the overall staffing level at the KS 3 and KS 4 PRUs from 38 posts (34.3 FTE) to 27 posts (25.95 FTE). Staff in the PRUs, together with their trade union representatives have been involved extensively at all stages of the restructuring exercise and the Council's Managing Change Policy has been fully adhered to.
- 7.2 There will be some minor changes in accommodation arrangements. In particular, we are currently exploring moving the KS 4 PRU to the KS 3 site (Stag Lane) and relocating the KS 3 PRU to Poplar Grove, partly to address safeguarding, security and service delivery concerns. However, management and teaching/teaching support staff at both centres will be expected to work across both locations

## **Background Papers**

Proposals to restructure Alternative Education, Behaviour and Attendance Services, Consultation Document, 9<sup>th</sup> September 2013 (includes predictive Equality Impact Assessment)


Response to consultation on the Restructure of Alternative Education, Behaviour and Attendance Services and Final Decisions, 21<sup>st</sup> October 2013.

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 <p><b>Brent</b></p>	<p><b>Executive</b> 9 December 2013</p> <p><b>Report from the Acting Director of Children and Families</b></p>
<p>Ward Affected: ALL</p>	
<p><b>Review of Child &amp; Adolescent Mental Health Service (CAMHS) Contract</b></p>	

## 1.0 Summary

- 1.1. Contractual arrangements have been in place with Central and North West London NHS Foundation Trust (hereafter referred to as CNWL) since 2007 to provide a Child and Adolescent Mental Health Service (CAMHS). This contract was intended to supplement the NHS core CAMHS service commissioned by Brent Clinical Commissioning Group (CCG) (formerly NHS Brent).
- 1.2. The current contract is due to expire on 31<sup>st</sup> March 2014, and consideration has been given to the service model beyond 2014.
- 1.3. For the reasons detailed in section 3 of this report, Officers are seeking Executive approval to decommission the existing service in its entirety and to commission an alternative, reduced service from April 2014 onwards.

## 2.0 Recommendations

- 2.1. The Executive is recommended to:
  - 2.1.1. Approve a 3 month extension on the existing CAMHS contract from 1<sup>st</sup> April 2014 – 30<sup>th</sup> June 2014 to allow efficient commissioning processes to be undertaken.
  - 2.1.2. Approve the proposed decommissioning of the current CAMHS service at the end of the extension on 30<sup>th</sup> June 2014.
  - 2.1.3. Give approval to Officers to proceed with the commissioning of a new, revised service to commence from 1<sup>st</sup> July 2014, and note that a pre-tender report will be presented for this shortly.
  - 2.1.4. Note that these changes bring the council into line with other local authorities and will continue to ensure that statutory obligations are met

- 2.1.5. Note that officers will ensure that there is a smooth transition to the new arrangements.

### **3.0 Detail**

- 3.1. The current contract was intended to supplement the NHS CAMHS provision already commissioned by Brent PCT (now CCG) to form a comprehensive mental health service for Looked After children and young people (LAC) up to their 18<sup>th</sup> birthday who require Tier 3 CAMH services. The service provides 3 key elements of support:
- a) Direct interventions with looked after young people who have identified mental health needs
  - b) Interventions for parents whose children have learning disabilities to reduce emotional and behavioural difficulties or help parents manage these difficulties in a way that reduces their negative impact at home and school.
  - c) CAMHS consultation and training to foster carers and social workers (for both looked after and children with disability services) alongside CAMHS input into placement provision, service planning and development for looked after children.
- 3.2. Services are provided on the basis of a personalised needs led assessment in order that interventions are appropriate to the individual. Clinical interventions are in the form of both specialist 1:1 support and group work. Assessment and treatment are provided by child and adolescent psychiatrists, clinical psychologists, nurses, child psychotherapists, family therapists, play therapists and occupational therapists. The service is delivered in multidisciplinary assessment clinics, schools, Children and Families Social Care offices, community settings and homes. Over the last year, the service has supported an average caseload of 117 children and young people per quarter.
- 3.3. A contract to provide these services has been in place with CNWL since July 2007, during which time the service requirements and specification have predominantly remained unchanged. This has contributed in the provider not being able to provide clear outcomes data in relation to the children/young people on their case load.
- 3.4. The total cost of the contract to the Local Authority is £533,494 per annum. CNWL have provided a breakdown of the costs of the provision, split between support for parents with children with disabilities (£196,481) and LAC (£337,013).
- 3.5. The current contract with CNWL for the delivery of a specialist CAMHS is due to expire on 31 March 2014. Executive gave approval for the existing contract to be awarded in November 2010 to the current provider CNWL for a period of twelve months from 1st April 2011 to 31st March 2012 with an option for the Council to extend by 1 year. The contract was extended for the period 1 April 2012 to 31 March 2013, and further approval was sought in accordance with Contract Standing Order 112(d) from the Director of Children & Families to extend the contract from 1 April 2013 to 31 March 2014.

- 3.6. The Local Authority service as previously indicated is commissioned to complement the core CAMHS service commissioned and funded by Brent CCG. The value of the core CAMHS contract, also with CNWL, funded by Brent CCG is in the region of £2.5 million.
- 3.7. While consideration was being given to the service provision beyond April 2014, Adult Social Care indicated that it was applying for Executive approval to progress with a tender for the re-provision of local mental health services subject to local consultation and market research. Children's Social Care had expressed a desire to participate in this development, in order to commission a more comprehensive service across the Council that would yield a more cost effective and improved service specification, and this joint approach was duly approved on 22<sup>nd</sup> April 2013.
- 3.8. The ASC-led tender process has not yet commenced, due to ASC being in discussion with the current service provider about revised service provision.
- 3.9. Consultation with the relevant children's services teams took place in order to determine which elements of the current service have been effective, and which have not been successful. The discussions with the service areas also identified key priority areas to focus future service delivery. Further detail on the key areas is discussed in section 5 below.
- 3.10. Statutory Guidance for promoting the health of looked after children is clear that the CCG is required to ensure that CAMHS services provide targeted and dedicated services to looked after children where this is an identified local need. This is further enhanced by the responsible commissioner guidance which makes improving access to the full range of health services, including CAMHS, a priority for achieving good outcomes for looked after children.
- 3.11. Information has been sought from other boroughs to determine what they commission. This work makes it very clear that while some boroughs do commission elements of training and systemic or early help provision, they do not fund direct therapeutic interventions. The proposed new provision, detailed in section 5 below, is therefore in line with that provided by other Local Authorities.
- 3.12. Given the current financial climate and pressures on all local authorities, it is not possible to continue financing this service without a jeopardising other statutory services. As explained in more detail below in the Legal Implications section, there is no specific legal obligation on the council to provide the service as currently constituted therefore the recommendation is to decommission.

#### **4.0 Implications of decommissioning and Consultation**

- 4.1. As indicated above, the provision of CAMHS services is a key CCG responsibility and the local authority commissioned service has been in place for some years on a non-statutory basis to supplement this.
- 4.2. The Statutory Guidance for promoting the health of looked after children is clear that the PCT/CCG are required to ensure that CAMHS services provide targeted and dedicated services to looked after children where this is an identified local need. The CCG also has a responsibility under the National

Indicator 58 (Emotional and behavioural health of looked after children) to ensure the effectiveness of CAMHS services.

- 4.3. Discussions on initial plans for the future of the existing contract have begun with the CCG and the CNWL to aid a smooth transition process. Further discussion on the implications for the CCG contract, and mitigating any impact will take place once agreement has been obtained from Executive.
- 4.4. In order to ensure that a smooth transition process for the existing case load, an extension on the existing contract for 3 months is being requested.
- 4.5. The key loss will be the direct link with CAMHS colleagues and ability to prioritise cases and obtain support at a quicker rate when the need arises. However, the CCG contract already gives priority to provision for Looked After Children, therefore the impact of this is expected to be minimal.
- 4.6. There is also the possibility of increased waiting lists for new referrals made to the CCG service for direct CAMHS interventions after 1<sup>st</sup> April 2014, when the transition of cases to the CCG contract will commence.
- 4.7. Staff's experience of user views and feedback has been used to inform the decision making and recommendations for this process, and it is envisaged that service users will experience minimal disruption from this process.
- 4.8. It is our intention to obtain views on the shape the new service should take through Care In Action (Looked After Children's forum) especially in relation to the service for adolescents. This will be carried out via the health participation officer, which is a jointly funded post with Health (CCG).
- 4.9. Further detail on the impact of decommissioning, and how this will be mitigated is listed in appendix 1, for both new referrals and current service users.
- 4.10. In addition, the current provider has not been able to provide clear outcomes data in relation to the children/young people on their case load. It is therefore intended that any service that is re-commissioned is done so with clear monitoring requirements focussed on outcomes.

## **5.0 New service provision**

- 5.1. In order to ensure that robust commissioning processes are followed for the new service provision, a 3 month extension on the existing contract period has been requested. This will allow officers to fully scope out the service, and advise Executive on the process to be followed, with detail on the evaluation criteria.
- 5.2. Following discussions with the relevant service areas, the below revised service has been proposed. Further detail on these elements is currently being developed and this will be reported back to the Executive in due course with a request to approve the procurement.
- 5.3. It is our intention to obtain views on the new service through Care In Action (Looked After Children's forum) especially in relation to the service for

adolescents. This will be carried out via the health participation officer, which is a jointly funded post with Health (CCG).

#### **5.4. Children with disabilities**

5.4.1. Interventions for parents of children with learning disabilities to reduce emotional and behavioural difficulties or help parents manage these difficulties in a way that reduces their negative impact at home and school will be provided directly by the council, through recruitment or commissioning of a behavioural support service, allowing for a more flexible and tailored approach.

5.4.2. Consultations for staff will be commissioned to support staff to provide lower level interventions and support to children/young people.

#### **5.5. Looked after children**

5.5.1. Consultations for staff will be commissioned to support staff to provide lower level interventions and support to children/young people.

5.5.2. Foster carer training will be picked up through learning & development.

5.6. Initial discussions with the market indicate that there are alternative providers who would be able to offer the services required.

### **6.0 Financial Implications**

6.1. The cost of the existing provision is £533,494 per annum. The new contract value is £253,000 resulting in a saving to the council of £280,000. The service is fully funded from the General Fund and the £280,000 savings would accrue fully to the General Fund.

6.2. The table below gives details of the current and proposed funding split between Children with Disabilities and Looked after Children.

Service area	Current contract value	Proposed reduction	New contract value
Children with disabilities	£196,481	£50,000	£146,000
Looked after children (LAC)	£337,013	£230,000	£107,000
TOTAL	£533,494	£280,000	£253,000

6.3. The proposed change in the service could lead to an increase in support required through Care at Home and Direct Payments, and there is also the potential for some of these children/young people to become LAC. However, such pressures will be contained as the current service is supplementing a service already commissioned by the CCG and existing users will be able to access support from the CCG.

6.4. The intention is to commission the new provision for a year initially to ensure that the provision is specified to meet the needs of young people. After the initial one year, the service will be tendered for a longer period. At this point, any impact on other budgets (e.g. Direct Payments, Care at Home and LAC budgets) will be taken into consideration to ensure that there is no on-going adverse impact on other budgets.

## **7.0 Legal Implications**

- 7.1. The Children Act 1989 places a duties on the Council to secure that there are services in place for children to safeguard and promote the welfare of children within their area who are in need (section 17). This duty can be met through the core CAMHS contract commissioned by Brent CCG.
- 7.2. Local authorities have a specific duty under section 22 of the Children Act 1989 to safeguard and promote the welfare of each child they look after. Under section 27 of the Children Act 1989, local authorities are entitled to expect other authorities and certain NHS bodies to assist them in discharging their functions to children in need, looked after children and their parents and carers.
- 7.3. These duties can be met through the core CAMHS contract commissioned by Brent CCG.

## **8.0 Consultation requirements / Equalities duties**

- 8.1. As the contract at CNWL is expiring, there are no contractual implications in relation to the decision to decommission. A further report about procurement of a reduced service will be presented to the Executive in due course.
- 8.2. In accordance with part 4 of the Constitution, paragraph 3.1(m), "Closure of a facility or reduction in services", the decision to decommission requires Executive approval.

## **9.0 Diversity Implications**

- 9.1. This contract relates to the delivery of specialist CAMHS for children and young people known to social care services, those with learning disabilities and young people aged up to their 18<sup>th</sup> birthday with mental health problems and disorders. The presence of mental health problems is a known risk factor which can result in vulnerability and associated behaviours. Therefore the withdrawal of the service in its entirety will result in a lack of targeted support for some of the most vulnerable children and young people in Brent.
- 9.2. An Equalities Impact Assessment in relation to the proposal to decommission the service has been completed and is detailed at appendix 2. This shows that there are minimal adverse equalities implications in relation to the decision to decommission. Details on how the identified inequalities will be mitigated are also discussed in appendix 1.

## **10.0 Staffing/Accommodation Implications (if appropriate)**

- 10.1. This service is currently provided by an external provider and there are no implications for Council Officer staff arising from continuation of the contract.
- 10.2. As a new service specification is developed, there may be TUPE implications, which will be discussed with the provider in due course.

### **Background Papers**

- Report to Executive requesting exemption from standard procurement process – November 2010

- Memo to Director of Children & Families, requesting approval for extension of CAMHS contract for a further year – December 2012
- Report to Executive from Adult Social Care in relation to competitive dialogue process for community based mental health support – April 2013

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Sara Williams

Acting Director of Children and Families

## APPENDIX 1 – IMPACT OF LOSING THE SERVICE

### Children with disabilities service

Impact of losing the service	Mitigating the impact
<b>Existing service users</b> – The change in service may mean a slightly different provision than existing service users are accustomed to.	Once Executive approval has been obtained, discussions will be held with the service provider and CCG to wind down the service provision gradually to ensure there is minimal disruption for the young people who are already receiving the service. Where on-going services are required it is envisaged that these will be picked up by the newly commissioned service.  In order to ensure a smooth transition, approval to extend the existing contract for 3 months has been requested.
<b>New service users</b> - The majority of support that is provided is in the form of parenting support for children with Autistic Spectrum Disorder (ASD), therefore whilst there is a need there is a question of whether this needs to be delivered by clinicians.	The proposed new model of delivery in house will allow a wider service provision, reaching a larger number of parents/carers and will also allow greater flexibility than is currently provided.
The loss of the direct support being offered to parents could lead to an increase in support required through Care at Home and Direct Payments, and there is also the potential for some of these children/young people to become LAC.	With greater flexibility in the service, as mentioned above, it is hoped that there will be increased support to those parents who may be struggling.
Loss of training to social workers.	It is envisaged that this will have little impact; there has been more on going support to social workers rather than training and up skilling. This support will continue to be provided through a re-commissioned service. Training provision will be provided by Learning & Development.

### Looked after children's service

Impact of losing the service	Mitigating the impact
<b>Existing service users</b> will need to transfer to the CCG contracted provision	Detailed discussions will take place with the CCG once Executive approval has been obtained to ensure there is minimal disruption for the young people who are already receiving the service.
<b>New service users</b> - Loss of direct intervention will result in longer waiting lists for the LAC as they will be seen through the core CAMHS contract.	<p>The service will continue to be delivered by the core CAMHS contract therefore there will not be a complete loss of service.</p> <p>The core CAMHS contract also places a requirement on the provider to prioritise LAC.</p>
There may be a loss of visibility of CAMHS colleagues on the floor.	It is anticipated that the consultation element of the service will remain, therefore there will still be some visibility for staff.
The loss of training to social workers.	The impact of this will not be significant as much of the support has tended to be in the form of advice and consultation. This support will continue to be provided through a re-commissioned service.

## Appendix 2. – Equalities Impact Assessment

<b>Department:</b> <b>Children &amp; Families</b>	<b>Person Responsible:</b> <b>Ravina Kotecha</b>
Service Area: Commissioning	Timescale for Equality Impact Assessment :
Date: October 2013	Completion date: 15 November 2013
Name of service/policy/procedure/project etc:  Decommissioning of Child & Adolescent Mental Health Services (CAMHS)	Is the service/policy/procedure/project etc:  New <input type="checkbox"/> Old <input checked="" type="checkbox"/>
Predictive <input checked="" type="checkbox"/>  Retrospective <input type="checkbox"/>	Adverse impact <input type="checkbox"/>  Not found <input type="checkbox"/>  Found <input type="checkbox"/>  Service/policy/procedure/project etc, amended to stop or reduce adverse impact  Yes <input type="checkbox"/> No <input type="checkbox"/>
Is there likely to be a differential impact on any group?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Please state below:
1. Grounds of race: Ethnicity, nationality or national origin e.g. people of different ethnic backgrounds including Gypsies and Travellers and Refugees/ Asylum Seekers  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	2. Grounds of gender: Sex, marital status, transgendered people and people with caring responsibilities  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
3. Grounds of disability: Physical or sensory impairment, mental disability or learning disability  Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	4. Grounds of faith or belief: Religion/faith including people who do not have a religion  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
5. Grounds of sexual orientation: Lesbian, Gay and bisexual  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	6. Grounds of age: Older people, children and young People  Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Consultation conducted  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Person responsible for arranging the review: N/A	Person responsible for publishing results of Equality Impact Assessment: N/A
Person responsible for monitoring: Ravina Kotecha	Date results due to be published and where: N/A

Please note that you must complete this form if you are undertaking a formal Impact Needs/Requirement Assessment. You may also wish to use this form for guidance to undertake an initial assessment, please indicate.

**1. What is the service/policy/procedure/project etc to be assessed?**

Decommissioning of the Child and Adolescent Mental Health Service (CAMHS)

**2. Briefly describe the aim of the service/policy etc? What needs or duties is it designed to meet? How does it differ from any existing services/ policies etc in this area**

The current contract held by the Local Authority was intended to supplement the CAMHS provision already provided by Brent Clinical Commissioning Group (CCG) to form a comprehensive mental health service for Looked After children and young people (LAC) up to their 18<sup>th</sup> birthday who require Tier 3 CAMH services. The service provides 3 key elements of support:

- a) Direct interventions with young people who have identified mental health needs
- b) Interventions for parents whose children had learning disabilities to reduce emotional and behavioural difficulties or help parents manage these difficulties in a way that reduces their negative impact at home and school.
- c) CAHMS consultation and training to foster carers and social workers alongside CAHMS input into placement provision, service planning and development.

**3. Are the aims consistent with the council's Comprehensive Equality Policy?**

The current provision enhances the Council's Policy, however given the current financial climate and pressures on all local authorities, and that this is a non-statutory service; it is not possible to continue financing this service without a loss to other statutory services.

As this is a service already provided through the CCG, those requiring the service will still be able to access the support and provision.

It is proposed that the Council reduces the level of investment in the service and re-commissions a service that better meets the needs of the young people and remains within the available financial envelope.

**4. Is there any evidence to suggest that this could affect some groups of people? Is there an adverse impact around race/gender/disability/faith/sexual orientation/health etc? What are the reasons for this adverse impact?**

The current service has been developed to help young people with mental health and/or behavioural and emotional issues. As it is supplementing a service already commissioned by the CCG, decommissioning this service will not mean that those needing support will not be able to access the support. Decommissioning may have an adverse impact on this group in relation to the waiting times for assessments/interventions, however the CCG specification has a requirement for the provider to prioritise this cohort of young people, therefore it is anticipated that the impact will be mitigated as much as possible.

Also, an alternative service offering consultations to social workers to support and aid decision making on complex cases, and support/training to adopters and foster carers will also be commissioned which will aid in mitigating the impact on the young people/parents.

A summary of impact and mitigating actions has been provided at the end of this document.

**5. Please describe the evidence you have used to make your judgement. What existing data for example (qualitative or quantitative) have you used to form your judgement? Please supply us with the evidence you used to make your judgement separately (by race, gender and disability etc).**

Information has been sought from other boroughs to determine arrangements in place from the local authority, and it was discovered that some boroughs do commission elements of training and systemic provision, but no direct therapeutic interventions. The proposed new provision, detailed in section 5 below, is in line with that provided by other Local Authorities.

**6. Are there any unmet needs/requirements that can be identified that affect specific groups? (Please**

refer to provisions of the Disability Discrimination Act and the regulations on sexual orientation and faith, Age regulations/legislation if applicable)

No additional unmet needs have been identified

7. Have you consulted externally as part of your assessment? Who have you consulted with? What methods did you use? What have you done with the results i.e. how do you intend to use the information gathered as part of the consultation?

Consideration has been given to consulting with existing service users, however it was felt that it would not be in their interest to do so as it would cause unnecessary anxiety, given that they would continue to receive a service through the current provider via the CCG contract.

It is our intention to obtain views on the new service through Care In Action (Looked After Children's forum) especially in relation to the service for adolescents. This will be carried out via the health participation officer, which is a jointly funded post with Health (CCG).

8. Have you published the results of the consultation, if so where?

N/A

9. Is there a public concern (in the media etc) that this function or policy is being operated in a discriminatory manner?

No

10. If in your judgement, the proposed service/policy etc does have an adverse impact, can that impact be justified? You need to think about whether the proposed service/policy etc will have a positive or negative effect on the promotion of equality of opportunity, if it will help eliminate discrimination in any way, or encourage or hinder community relations.

As indicated above, there is likely to be an adverse impact, however it is important to note that this is not a service that has been developed to enhance an already existing service and is not something that is provided by other boroughs.

Additionally, steps are already in place and additional steps will be taken to mitigate this impact and ensure that those who need the service are able to access it.

As the current service is supplementing a service already commissioned by the CCG, decommissioning this service will not mean that those needing support will not be able to access the support. Decommissioning may have an adverse impact on this group in relation to the waiting times for assessments/interventions, however the CCG specification has a requirement for the provider to prioritise this cohort of young people, therefore it is anticipated that the impact will be mitigated as much as possible.

Also, an alternative service will also be commissioned which will aid in mitigating the impact on the young people/parents.

11. If the impact cannot be justified, how do you intend to deal with it?

N/A

12. What can be done to improve access to/take up of services?

N/A

13. What is the justification for taking these measures?

The changes to the commissioning of the service have been driven by the current financial climate and pressures on local authorities. Given that this is a non-statutory service, it is not possible to continue funding this service without the loss to other statutory services.

As indicated above, this is a core service that is provided by the CCG, and therefore in line with other boroughs, it has been necessary to suggest taking this step.

14. Please provide us with separate evidence of how you intend to monitor in the future. Please give the name of the person who will be responsible for this on the front page.

Close communication will be maintained with the CCG to ensure that there is a limited adverse impact on the service user group.

15. What are your recommendations based on the conclusions and comments of this assessment?

The impact of the loss/reduction of the service has been carefully considered both from the perspective of the service users and the local authority.

It is recommended that the service in its current format is terminated, with a view to commissioning a more streamlined service that will allow the loss of provision to be mitigated.

Should you:

1. Take any immediate action?
2. Develop equality objectives and targets based on the conclusions?
3. Carry out further research?

16. If equality objectives and targets need to be developed, please list them here.

N/A

17. What will your resource allocation for action comprise of?

The current proposal is to reduce the current contract value by a total of £280,000. This is 52% of the existing contract value. Discussions are taking place with the relevant service areas on how this funding will be allocated.

Service area	Current contract value	Proposed reduction	New contract value
Children with disabilities	£196,481	£50,000	£146,000
Looked after children	£337,013	£230,000	£107,000
TOTAL	£533,494	£280,000	£253,000

If you need more space for any of your answers please continue on a separate sheet  
**Please see additional sheet**

Signed by the manager undertaking the assessment:

Full name (in capitals please): Ravina Kotecha

Date: 15 November 2013

Service Area and position in the council:

Commissioning Manager, Children's Commissioning, Children & Families Department

Details of others involved in the assessment - auditing team/peer review:


Once you have completed this form, please take a copy and send it to: **The Corporate Diversity Team, Room 5 Brent Town Hall, Forty Lane, Wembley, Middlesex HA9 9HD**

**Children with disabilities service**

<b>Impact of losing the service</b>	<b>Mitigating the impact</b>
The majority of support that is provided is in the form of parenting support for children with Autistic Spectrum Disorder (ASD), therefore whilst there is a need there is a question of whether this needs to be delivered by clinicians.	The proposed new model of delivery in house will allow a wider service provision, reaching a larger number of parents/carers and will also allow greater flexibility than is currently provided.
The loss of the direct support being offered to parents could lead to an increase in support required through Care at Home and Direct Payments, and there is also the potential for some of these children/young people to become LAC.	With greater flexibility in the service, as mentioned above, it is hoped that there will be increased support to those parents who may be struggling.
Loss of training to social workers.	It is envisaged that this will have little impact; there has been more on going support to social workers rather than training and up skilling. This support will continue to be provided through a re-commissioned service. Training provision will be provided by Learning & Development.

**Looked after children's service**

<b>Impact of losing the service</b>	<b>Mitigating the impact</b>
Loss of direct intervention will result in longer waiting lists for the LAC as they will be seen through the core CAMHS contract.	The service will continue to be delivered by the core CAMHS contract therefore there will not be a complete loss of service.  The core CAMHS contract also places a requirement on the provider to prioritise LAC.
There may be a loss of visibility of CAMHS colleagues on the floor.	It is anticipated that the consultation element of the service will remain, therefore there will still be some visibility for staff.
The loss of training to social workers.	The impact of this will not be significant as much of the support has tended to be in the form of advice and consultation. This support will continue to be provided through a re-commissioned service.

 <p><b>Brent</b></p>	<p style="text-align: center;"><b>Executive</b> 9 December 2013</p> <p style="text-align: center;"><b>Report from the Strategic Director of Environment and Neighbourhoods</b></p>
Wards Affected: ALL	
<p><b>Brent and Barnet Registration and Nationality Service</b></p>	

## 1.0 Summary

- 1.1 This report sets out proposals for formalising the current arrangements for shared management of Registration and Nationality services between the London Boroughs of Brent and Barnet through a merger of the two services involving the TUPE transfer of Barnet's staff to Brent, and Brent then providing Barnet with its registration services.
- 1.2 The report sets out details of the proposed model, and recommends that Members agree to establish such a shared service, initially for a five year period.

## 2.0 Recommendations

- 2.1 That the Executive notes the proposal for the operation of a shared Registration and Nationality service between Brent and Barnet and the financial and non financial benefits and risks identified.
- 2.2 That the Executive notes that Barnet, through its Cabinet Resources Committee has already agreed in principle to proceed with this proposal subject to Brent's agreement.
- 2.3 That the Executive agrees to proceed with the shared service proposal by Brent delivering services to Barnet, for an initial period of five years from 1 April 2014.
- 2.4 That the Executive delegates the agreement of the terms of the Inter Authority Agreement governing the shared service to the Strategic Director of Environment and Neighbourhoods in consultation with the Chief Finance Officer and the Director of Legal & Procurement, to include deciding on whether the shared service will take the form of Barnet delegating its registration function to Brent or Barnet awarding a contract for services.

### **3.0 Detail**

#### **Background**

- 3.1 Since 2010 the Head of Brent's Registration and Nationality Service has also managed the Barnet service. The arrangement originally to assist in a crisis, worked well for Barnet and was continued as this resulted in savings on the salary costs of the Head of Service for both councils with Barnet paying Brent some of the annual saving each year.
- 3.2 Subsequently Brent has taken on telephone enquiries and bookings for Nationality and Settlement Checking (NCS/SCS) for Barnet and can now allocate appointments across the two boroughs. Because Brent has expanded the capacity for appointments, so that users of this service can usually get an appointment the same week, this has resulted in a significant revenue increase for both authorities as a result of the greater availability of early interview dates for customers.
- 3.3 This arrangement has never been formalised and operates at present on the basis of the good will of both boroughs and an implied, unwritten contract between the two. Either borough could withdraw from it without any notice. This situation is not sustainable in the long term.
- 3.4 Registration Services were originally considered for inclusion in the Barnet Development and Regulatory Services outsourcing package but the delegation of the operational powers to the private sector proved problematic and the service was withdrawn from this package. Barnet have subsequently undertaken an option appraisal of possible different models for service provision and have concluded that a formal shared service with Brent offers the greatest advantage if Brent are willing to collaborate in this way. Barnet are keen to formalise the arrangement with Brent from the start of the 2014/15 financial year, to ensure that their service has greater future security and resilience.
- 3.5 Barnet has the largest population of any London Borough and its population is forecast to increase further with lower average age and increased diversity. These factors will lead to an increase in potential business for the Registration and Nationality Service and consequently an increase in fee income. The service in Barnet is not structured currently to take full advantage of this growth.
- 3.6 Since Brent took over management of the Barnet Service, Barnet's net income has been increased by in excess of £100K. Much of this has been achieved by cross-skilling staff and maximising appointment availability. However, it is believed that there is more that can be achieved, particularly when taking into account the expected population growth. In particular it is anticipated that discretionary income can be increased.

#### **The Proposal**

- 3.7 The proposal that has been developed by officers within Brent and Barnet is for a full shared service between the two boroughs. The key characteristics of this proposal are:
- ◆ Brent would host a shared Registration and Nationality service for the two boroughs.

- ◆ To allow maximum flexibility and efficiency in operation, Barnet staff would transfer to Brent under TUPE and would operate with Brent staff as a single, flexible pool.
- ◆ Barnet would either delegate their Registration and Nationality functions to Brent, or award a contract for services to Brent (see further section 5). Brent would then provide the Barnet service using the pooled staff to exercise those functions in Barnet's offices
- ◆ Barnet would make available their office facilities and wedding venues to Brent for use by the joint service at no charge, Barnet to continue to maintain and manage those facilities as if they were occupied by their own staff and will also carry out improvement works
- ◆ The arrangement would last for an initial period of five years, starting on 1 April 2014, extendable by agreement.
- ◆ Open book accounting would apply and the Brent and Barnet income and service costs kept separate. Baselines would be set for Barnet costs and statutory income and present levels of discretionary income (see further 3.9.3) and projected forward to give an annual management expected surplus which Brent would pay to Barnet.
- ◆ In addition Barnet would receive any growth in discretionary income less an incentive element which would be retained by Brent.
- ◆ Barnet accept that external changes to the operating environment, such as the Home Office crackdown on sham marriages, would be at their risk and would lead to rebasing of income and, where necessary, expenditure.
- ◆ There would be an SLA with an annual service improvement plan targeting further income opportunities and efficiencies
- ◆ The arrangement would be governed by an Inter Authority Agreement.

### **Potential benefits to Brent**

- 3.8 Detailed modelling work undertaken by officers from the two boroughs has identified both financial and non-financial benefits for Brent from the proposed arrangement.

### **Financial benefits**

- 3.9 The potential financial benefits to Brent of the proposed partnership are significant in the context of the service's budget. They arise in three broad ways.

#### **3.9.1 *Sharing the costs of management and support.***

Under the present arrangements, Barnet make a contribution towards the salary of the Head of Service of £30k per year. The proposal agreed with Barnet will increase this figure to take account of salary related on costs, and will also meet half the cost of the service's Business and Information Officer. This means that the Barnet contribution will rise from £30k to £56k per year.

#### **3.9.2 *Efficiency savings.***

These would arise from the increased scale and flexibility of the proposed service. The proposed target operating structure for the joint service reduces Brent's staffing costs by £74k per annum from the 2012/13 baseline.

### **3.9.3 *Increases in Barnet's discretionary income.***

Statutory income relates to the registration of births and deaths, taking marriage and civil partnership notices, citizenship and the issue of certificates.. Discretionary income relates to wedding and civil partnership ceremonies, nationality and settlement checking and, potentially, front of house services for the Home Office. The latter is the area where significant growth is possible. Barnet have agreed that there should be incentives for Brent in expanding income in this area. Final agreement on the level of incentive will be reached in the proposed Inter Authority Agreement. All the costs of running the Barnet service would be taken from the statutory income and baseline level of discretionary income with the agreed surplus (ie net income) paid to Barnet.

### **Non financial benefits**

- 3.10 Customers of both local authority areas would benefit from joint working arrangements. Registration Officers in Brent could be deputised for Barnet and vice versa giving an opportunity for a customer to be able to visit any service point in either local authority. This arrangement would be particularly beneficial on event days at Wembley Stadium when it could prove difficult for customers to attend appointments at the Civic Centre. Brent could continue to provide a service from the Barnet registration outlet in Burnt Oak.
- 3.11 The profile of a shared service will make it easier to ensure early access to new Home Office initiatives such as the devolution of some front of house nationality services to local authorities, ensuring that they work to Brent's advantage.
- 3.12 Resilience in staffing is a key benefit. For a small service of fewer than 20 staff providing seven day a week services, management of staffing risks is an important issue. Having a wider pool of well trained staff (totalling 33fte) will allow greater confidence and resilience in service delivery, as well as underpinning the ability to achieve the staffing efficiencies discussed earlier.

### **Risks**

- 3.13 Shared services often work by the service-providing authority receiving a fixed fee from the other. The proposal here is different because it will be Brent retaining income to cover not its actual costs but baseline costs. However this is not considered a major risk, because both boroughs' Registration and Nationality Services presently generate a surplus of income over expenditure so in this case baselines have been agreed for both income and expenditure giving an agreed level of surplus which will be paid by Brent to Barnet. Considerable attention has been given to ensuring that the agreed baselines for both expenditure and income are realistic and sustainable since these will be the key elements of risk to Brent.
- 3.14 Barnet have recognised that their service has been under resourced in recent years and have increased their proposed staffing in the baseline from 13fte to 15fte in consequence, and to reflect likely future increases in demand for services as their

population grows. Brent considers that the combined staffing of 33fte will be adequate for the combined service and will not require the incurring of redundancy costs for any of the transferring Barnet staff.

- 3.15 At present some of the Barnet premises are in a poor state of decoration and therefore not attractive as wedding venues to generate discretionary income. Barnet have also identified capital for improvements to their premises, and do not expect Brent to manage these improvement works, which should assist the achievement of growth in discretionary income.
- 3.16 Another risk is future reductions in Barnet-related income as a result of external factors eg Home Office initiatives. This has been mitigated by (a) income forecasts allowing for the anticipated effect of the reduction in marriages as a result of Home Office changes relating to sham marriages and (b) as discussed earlier, Barnet have agreed more generally that the Inter Authority Agreement should provide for rebasing expectations where external changes of this sort occur. Barnet have also agreed that the Inter Authority Agreement should provide for each Borough to meet an appropriate share of any redundancy or severance costs should it be necessary to reduce the size of the service in future.
- 3.17 If the shared service arrangement progresses by way of Barnet delegating its registration function to Brent (as opposed to award of a contract for service by Barnet) then any failure to deliver the Barnet statutory services could result in court action against Brent (see further section 5). However, no court action has been taken against Brent in respect of such a failure for at least the last 20 years implying that this risk is small

## **Conclusion**

- 3.17 The existing arrangement of Brent's Head of Service managing Barnet's service has worked for both Brent and Barnet. Brent have received £30k per annum and some modest additional income from the booking service for nationality checking. Barnet have avoided around £50k per annum additional expenditure on a Head of Service, have had service quality significantly improved, and have generated in excess of £100k per annum additional income. Barnet's wish to put the arrangement on a more formal and permanent arrangement is understandable.
- 3.18 The financial implications below show that the range of expected benefit to Brent from entering into the proposed arrangement will lie between £140k and £160k per annum. Although this is a modest amount in the context of the financial pressures facing the Council, it is significant in the context of an expenditure budget of £948k and it is recommended that this shared service be entered into.
- 3.19 It is further recommended that agreement of the detail of the Inter Authority Agreement be delegated to the Director of Environment & Neighbourhoods in consultation with the Chief Finance Officer and the Director of Legal & Procurement to ensure that implementation can be achieved by 1 April 2014.
- 3.20 Barnet's Cabinet Resources Committee considered a report recommending this proposal on 4 November 2013 and agreed that the preferred future delivery model of the Registration and Nationality service is to implement a shared service model with the

London Borough of Brent, hosted by Brent, and noted that this is dependent upon London Borough of Brent agreeing to the shared service option through its own democratic process. Barnet have delegated powers to their Leader to make all final decisions on the future delivery of this service.

## Financial Implications

- 4.1 The Registration and Nationality service in Brent has an expenditure budget for 2013/14 of £948k with an income budget of £881k giving a net budget cost of £68k. In 2013/14 the service is forecasting expenditure of £1,017k with income of £1,052k giving a forecast surplus of £35k and a positive variance of £103k.
- 4.2 This reflects a pattern over the last couple of years of over achievement of income resulting in surpluses in excess of £100k and the 2014/15 budget proposals have a saving of £100k to be achieved through sustaining these income levels.
- 4.3 The 2014/15 budget proposals also include a further £100k income increase relating to the move to the Civic Centre. This increase is less certain to be achieved since the facilities in the Civic Centre offer few opportunities for increasing Registration and Nationality income, given that there remains only one venue for conducting marriages.
- 4.4 The proposals under consideration here and the financial benefits set out in paragraph 3.9 can be summarised as:

Element	Minimum annual benefit	Maximum likely annual benefit
Sharing Head of Service and Business and Information Officer	* £56k	* £56k
Staffing efficiencies	£74k	£74k
Incentive payment in form of % share in Barnet discretionary income	** £10k	*** £30k
Total	£140k	£160k
“New” benefit	* £110k	* £130k

\* £30k is in the existing budget, but would be lost if the Barnet proposal came to an end, so remains a benefit.

\*\* Based on an assumption of 10% of £100k

\*\*\* Based on an assumption of 20% of £150k

- 4.5 Savings on this scale offer a practical and deliverable way of meeting the additional £100k savings target included in the 2014/15 budget proposals.

## Legal Implications

- 5.1 The statutory regime for the establishment of a registrars’ service is in the Registration Service Act 1953 and the service provided by Brent to Barnet will have to comply with these requirements. It will be necessary to satisfy the regulator, the Registrar-General, that the arrangements between the boroughs are sufficient to deliver the legal

requirements. The detailed procedures to be followed by registrars in relation to the registration of births, deaths and marriages are set out in the Births and Deaths Registration Act 1953 and the Marriage Act 1949 plus detailed regulations under these. The role of registrars in relation to nationality checking etc are set out in various Asylum and Immigration Acts and detailed regulations under these. Again, these will need to be complied with.

- 5.2 There are a number of models of shared services. The most informal of these is already happening at present, characterised by co-operation between the authorities and a shared Head of Service. The proposed future arrangement could be set up by way of Barnet either awarding a service contract to Brent, or delegating its entire registration function to Brent. Under the delegation of function arrangement, Brent steps into the shoes of Barnet and becomes legally responsible for discharge of the function (the same model applies for the Brent-Harrow Trading Standards service). As a result, if a Barnet resident suffered detriment due to failure to comply with the legislation, or alleges that their Human Rights have been breached by the way that the legislation is exercised, they would bring action against Brent and not Barnet for this failure. A delegation of function arrangement is therefore of greater risk, though is also neater because there is no need to secure Barnet approvals for activities reserved to Barnet. The legal risk of a delegation can be mitigated by comprehensive indemnities in the Inter-Authority Agreement in the event of Brent incurring any financial liability. With a services contract, legal responsibility for the service remains with Barnet, as illustrated in the very recent personal injury case of *Woodville v Essex County Council*, though this turned on liability in negligence.
- 5.3 Whichever model is chosen, for the activities for which discretionary income is charged, a Barnet resident would probably argue that a contract with Brent is in place, and any shortcoming in service eg a registrar fails to turn up at a wedding venue could lead to a claim for damages.
- 5.4 The recommendations request that the decision as to whether to agree to Barnet delegating their function or awarding a service contract, be delegated. However in light of the greater legal risk attaching to the delegation of function arrangement, it may be appropriate to seek a greater percentage share in surplus discretionary income than if a services contract is awarded.
- 5.5 Brent and Barnet will need to negotiate an Inter Authority Agreement setting out how the shared service will work, to include (in addition to the matters listed at paragraph 3.7):
- ◆ A requirement to agree budgets for the shared service at least 3 months prior to the commencement of any budget year;
  - ◆ The duration of the agreement to be 5 years (but capable of extension if the parties agree);
  - ◆ Details of any set up costs for the shared service including how any redundancy costs will be treated;
  - ◆ Details of the financial agreement between the Boroughs including baselines for income and expenditure
  - ◆ Details regarding the use of Brent and Barnet's premises;

- ◆ Details of how income from the shared service will be apportioned between Brent and Barnet;
- ◆ Full details of governance arrangements to include details regarding monitoring meetings; and
- ◆ Provisions regarding termination including details of sharing financial liabilities

- 5.6 For Barnet staff TUPE transferring to Brent, the proposed Inter Authority Agreement will need to contain provision requiring Barnet's pension fund to pay Brent's pension fund the total pensions liabilities relating to the staff transferring at the start of the contract period should Barnet staff chose to join Brent's pension scheme.
- 5.7 Brent's legal power to provide the service back to Barnet derives from the Local Authorities (Goods and Services) Act 1970, whereby local authorities are able to provide administrative and technical services to other local authorities. Audit Commission guidance recognises that the authority delivering the service is entitled to generate a surplus from the activity. Under Standing Order 87, Executive approval is required to enter into any arrangement over a certain value through which Brent provides services to others.
- 5.8 It is for Barnet to comply with its own constitutional requirements in relation to the award of service or delegation of function. In particular, the delegation of function model is likely to require a formal resolution delegating the function, to be given by either the Barnet Cabinet or by its Full Council, depending on whether the registrars' function is an Executive or non-Executive function under Barnet's constitution.

## **6.0 Equality Implications**

- 6.1 An Equalities Impact Assessment has been undertaken and has identified no adverse consequences for staff or for customers sharing a protected characteristic. The Equalities Impact Assessment for Brent is attached at appendix 1. It is expected that the change proposed will allow for the better discharge of the Councils' Public Sector Equality Duty through a wider and more varied customer offer and a more flexible and sensitive service.

## **7.0 Staffing/Accommodation Implications**

- 7.1 As detailed at paragraph 3.7, the proposal is for Barnet staff to transfer to Brent and become Brent employees pursuant to the Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE"). Barnet's staff would TUPE transfer to Brent on the basis of Barnet's Terms and Conditions. Under TUPE both councils are required to inform and if appropriate consult with elected trade unions or elected employee representatives in relation to any affected employees.
- 7.2 It is likely that both current Brent staff and ex-Barnet service transferring to Brent have employment contracts requiring them to work within Brent or Barnet respectively, similarly their contracts may require them to carry out the registration function of Brent or Barnet. In light of the proposal for all staff to operate as pool across both boroughs, it will be necessary for current Brent and Barnet staff to have their employment contracts varied to reflect this.

- 7.3 Brent's Head of Service will need to have his employment contract varied to reflect the fact that he is Head of Service for both Barnet and Brent.
- 7.4 Barnet have a proposed establishment of 15fte of whom currently 9fte are Barnet employees, 4fte are agency staff and two posts are not yet filled. Therefore unless this changes only 9fte will transfer to Brent's employment. It is not anticipated that there will be any redundancies as a consequence of these proposals.
- 7.5 There are no major accommodation implications as a result of amalgamation. Both Brent and Barnet would expect to continue to have services delivered from their existing service outlets. However it is proposed that all staff, whether ex-Barnet or not, will cover both Brent and Barnet activities. This means Barnet will need to license their currently-used facilities for use by Brent staff on Barnet business. In relation to Brent accommodation, it will need to be agreed whether all the ex-Barnet staff will have the Civic Centre as their principal place of employment, however at any one time there will be no more staff at the Civic Centre on registrars business than are currently accommodated because some staff will always be at Barnet facilities.

### **Background Papers**

None


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Strategic Director, Environment & Neighbourhoods

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 <p><b>Brent</b></p>	<p><b>Executive</b> 9 December 2013</p> <p><b>Report from the Strategic Director of Regeneration and Growth</b></p>
<p>Wards affected: Wembley Central</p>	
<p><b>Brent House – Proposed disposal on a subject to planning basis.</b></p>	

## Not for publication ('below the line')

Appendix 3 of this report is not for publication.

### 1.0 Summary

- 1.1 In December 2010 the Executive considered options for the future use of the Brent House site in Wembley High Road, and agreed in principle to the marketing of the site. This report proposes that the Council enter into a 'subject to planning' contract for the disposal of a long leasehold interest in Brent House, 349-357 High Road, Wembley, London HA9 6BZ, as shown in Appendix 1, to Stoford Ltd, keeping in reserve the bid from Henley Homes Ltd.

### 2.0 Recommendations

That the Executive:

- 2.1 Approve the disposal of a long leasehold interest in Brent House on a subject to planning basis to Stoford Ltd for a capital receipt upon the grant of planning consent.
- 2.2 That, as a reserve, subject to satisfactory resolution of matters highlighted in the confidential appendix, in the event that the above offer does not proceed satisfactorily that the offer from Henley Homes Ltd also be approved.

- 2.3 Grant delegated authority to the Operational Director Property and Projects to agree the terms of the transaction in consultation with the Chief Finance Officer.

### **3.0 Detail**

#### Background

- 3.1 Brent House is situated at 349 – 357 High Road Wembley HA9 6BZ and comprises a 1960's 10 storey office building in two separate blocks joined by a central service core providing 9,124 m<sup>2</sup> (98,214 sq. ft.) over ten floors of office and basement storage served by 3 passenger lifts on a site of 0.8 ha (1.9 acres/7,843 sq. m.) with 155 parking spaces. The building was re-clad and extensively refurbished in the 1990s.
- 3.2 Brent House is well served by main line and underground train plus bus services. Wembley Stadium station (national rail services) is three minutes walk (10 minutes to Marylebone), Wembley Central station (Bakerloo Line and national rail services) is five minutes walk and Wembley Park station (Metropolitan Line/ Jubilee Line – 15 minutes to Baker Street, 30 minutes to the West End) is fifteen minutes walk. Access to the A406 North Circular Road is a mile south east, providing easy access the A40, Central London, the M1 and national motorway network.
- 3.3 Brent House is situated within the Wembley Regeneration Area, as designated within the Council's Local Development Framework Core Strategy (2010). The Wembley Area Action Plan identifies the site as part of the Wembley Link lands - with a primary function of stitching together the older traditional High Road with the new large scale mixed use development adjoining the stadium. Further detail on the planning policy framework is provided in paragraphs 3.11 onwards below.
- 3.4 The Council acquired the freehold interest of Brent House in 2008 for £17.1m. The purchase was a strategic acquisition to support the Civic Centre project and was seen as a long-term investment which could be used to house the Council's back office staff. At the time of acquisition Brent Council was paying out £948k per annum in rent plus service charge for use of the building.
- 3.5 Subsequent to the acquisition of Brent House, the Civic Centre strategy fundamentally shifted to a one site solution based upon the acquisition of the current Civic Centre site from Quintain Estates. The terms of purchase of the Civic Centre site were favourably influenced by the Council's ownership of Brent House.
- 3.6 The Council has recently vacated Brent House and moved all staff who previously worked there into the Civic Centre.

- 3.7 An Electricity sub-station located in the under-croft is leased to Eastern Group for a term expiring 2064.
- 3.8 Airwave and Vodafone both have leases of aerial sites on the roof producing a combined income of £33k p.a. Consultants have been appointed to negotiate an early surrender of both leases which is anticipated in Q1/Q2 2014. Property is negotiating the final terms of this surrender but anticipate no additional significant costs arising to the Council.
- 3.9 Air France is a long standing tenant of the Council and an important local employer. They currently employ around 200 staff based at Brent House. They lease floors six and seven (both east & west wings) and part of the fifth floor (east wing) for a term expiring in May 2014 at a passing rental of £330k p.a. On 14<sup>th</sup> October 2013 the Executive provided authority to the Operational Director Property and Projects to extend Air France's lease beyond May 2014 so as to maximise the rental income and maintain occupancy whilst the long term future of the site is resolved.
- 3.10 The proposed disposal of Brent House will be subject to the Council offering vacant possession of the site, with exception of the electricity sub station. This process will be managed by the Operational Director, Property and Projects. Subject to the decision of the Executive in regard to this report notice to terminate the lease will need to be served on Air France with consequent financial implications although discussions have commenced at an informal level as to any future possible occupational collaboration.

### Planning Policy

- 3.11 The current lawful use for Brent House is as B1 Offices.
- 3.12 Wembley is an important strategic town centre, identified as a growth area in the Council's Local Development Framework Core Strategy (2010), which needs to strengthen its offer to remain competitive.
- 3.13 The Council's strategy is to create a continuous active frontage from Wembley High Road to Wembley Park Station, via the new London Designer Outlet and the Wembley Park Boulevard.
- 3.14 Brent House is an important and prominent site in the delivery of the wider regeneration strategy for Wembley.
- 3.15 Brent House and the adjacent Elizabeth House site was included in the Council's Site Specific Allocation 'W8 - Brent House and Elizabeth House' and allocated for a mixed use development including residential, retail, office and amenity space.

- 3.16 The redevelopment of Elizabeth House by Octavia Housing has recently been completed, delivering 115 residential units, of which planning permission required that 37% habitable rooms be for affordable housing.
- 3.17 A Supplementary Planning Document (SPD) to the Council's 2010 Core Strategy identified the Wembley High Road to Wembley Triangle area as the 'Wembley Link'. Any redevelopment of Brent House should help create a link so as to encourage movement to and from the large scale regeneration area surrounding the Stadium via the White Horse Bridge and the Wembley Park Boulevard. The SPD encourages the use of retail and other active uses at ground floor level in this location to help ensure a continuous animated frontage along the length of the Wembley Link area.
- 3.18 Site Allocation W8 Brent House and Elizabeth House is being updated/amended by the Council's Wembley Area Action Plan Preferred Options document which promotes a food store on the Brent House site, with mixed use development on the frontage. This document also references the need for any development on the Brent House site to facilitate the redevelopment of the adjacent Copland School. Public consultation on this document was completed in October 2012.
- 3.19 Policy WEM5 of the Local Development Framework (Tall Buildings) restricts tall buildings in Wembley to key nodes. This effectively restricts the height of any future redevelopment proposals for Brent House to that of the adjacent Elizabeth House.
- 3.20 Brent's "Shaping the future of Housing in Brent – Housing Strategy 2009-14", sets out the borough's aspirations in terms of affordable homes targets on new development, noting that its position aligns with the Mayor with a starting point of 50%. The strategy later states in section 8.1.2 that at a London level, the Mayor has rejected the over 50% affordable housing target for new developments, taking a more sophisticated area based approach where supply should meet market demand providing for a site based approach.

#### **4.0 Results from Marketing**

- 4.1 The Executive in December 2010 agreed to the marketing of Brent House and the appointment of Colliers International to provide advice and guidance to the marketing and selection of purchasers. Accordingly Colliers were appointed to market the property by way of an informal tender process.
- 4.2 Property particulars, appendix 2 were prepared and advertised on Colliers' webpage from the 3<sup>rd</sup> April 2013, an advert was placed in Estates Gazette on 13<sup>th</sup> and 27<sup>th</sup> April 2013, and in the Wembley and Brent Times on the 18<sup>th</sup> April and 2<sup>nd</sup> May, with particulars placed on our Brent Property webpage and Collier's International website.

- 4.3 In total, some 140 enquiries were received in response to the marketing exercise. Eight accompanied viewings were undertaken during the process.
- 4.4 First stage bids were invited on Friday 28<sup>th</sup> June and a total of eight bid submissions were received on an unconditional and subject to planning basis. The majority were for residential conversion/redevelopment of the Brent House site with varying levels of social/affordable housing and one bid included provision for a hotel. The exception being a single bidder whose proposal was led by a major retail store with housing. One bidder was discounted from further consideration as they bid at an unacceptably low level.
- 4.5 Second stage bids were invited following feedback from the planning department. Bidders were asked to re-submit their schemes based on varying levels of affordable housing in the range 15% - 30%. Subsequently four bidders were shortlisted for interview.

#### Rejected Bids

- 4.6 One Housing Group submitted a low financial proposal which was rejected.
- 4.7 Bellway Homes initially proposed a scheme for between 327 and 346 homes. This was considered an over-development of the site, with concerns regarding proximity to site boundaries, height and relationship to Elizabeth House, residential amenity, insufficient mix of uses to meet the aspiration of the Wembley Area Action Plan and density in excess London Plan Policy. Bellway addressed some of these issues in its second round bid proposing a scheme of 272 homes but this resulted in a reduction in its financial offer to an unacceptable level.
- 4.8 Criterion Capital was the only party to submit an unconditional bid, based on conversion of the existing building to residential to an estimated 135-140 homes. Whilst planning permission for residential conversion is not required prior to 30<sup>th</sup> May 2016, it would be to external alterations to the premises. They did not submit a bid at the second round.
- 4.9 Qatar Property Group's proposal was based on conversion of the existing building to an unspecified number of homes and was rejected due to the relatively low value.

#### Shortlisted bids

- 4.10 At the first stage of bids bidders assumed a range of affordable housing percentages, in order to measure the bids on a like for like basis using the maximum rounded percentage of affordable homes bid on, all bids were analysed on the basis of 30% affordable housing.

- 4.11 Real Estate Developments/Peveril Securities submitted a bid on the basis of securing a planning consent for a 5,000m<sup>2</sup> major retail store with associated parking for 240 cars, a local sized store of 131m<sup>2</sup> plus 156 homes with parking for a further 150 cars (Total 390 cars) broadly in line with planning policy supporting the regeneration of this section of the High Road. However, there were concerns regarding the ability to deliver the bid in particular the major retail store which was the major element in driving the bid's potential value.
- 4.12 A subject to planning bid was received from Pinnacle Developments Ltd. This scheme was revised in light of feedback from the planning department, to deliver 220 homes with, 100m<sup>2</sup> of commercial accommodation, 3,000m<sup>2</sup> apartment/hotel accommodation (100 rooms) and a large community park with unspecified levels of parking. From a planning perspective the scheme has a number of merits the bid was ultimately rejected due to the relatively low financial offer.
- 4.13 Henley Homes submitted a subject to planning bid, showing plans that redeveloped the site for 269 homes of which 80 would be affordable, plus 1,580m<sup>2</sup> of retail, with 90 car parking spaces. Feedback from the planning department was that the proposals had some merits and could be deliverable. This is a new build proposal. Whilst an impressive submission based on their track record this would be Henley's largest development, and there remain questions around its deliverability
- 4.14 Stoford Ltd propose to convert and extend the premises to provide a 158 bed hotel that provides for 90 new jobs, 66 homes (of which around 22 would be affordable) and 465m<sup>2</sup> of retail with 165 car parking spaces. Planning policy identifies Wembley as the preferred location for a new hotel development. The scheme is a refurbishment developed to the specification of Whitbread Premier Inn that will be delivered in partnership with Anglo Holt Construction Ltd. Both parties have a long standing track record and have partnered in the past and are financially robust.

#### Preferred bidder

- 4.15 Based on the bid assessment criteria, Appendix 2, and the detailed bid analysis at Appendix 3, we propose to proceed with Stoford Ltd as the preferred bidder and should matters not progress with them to approve as the reserved bidder Henley Homes Ltd.

### **5.0 Future Action subject to Decision**

- 5.1 It is proposed that the following principal documents will be entered into between the Council and the Developer:-
1. An Agreement for Lease, conditional upon the grant of a detailed Planning Permission for the proposed development. A nominal deposit will be received on exchange of this Agreement.

2. Following the grant of a detailed Planning Permission a lease for a term of 250 years, containing obligations on the part of the Developer to commence and complete the building works within an agreed timetable. The agreed premium will be paid on completion of this lease.
3. An Overage deed, by which the Council will have the right to additional payments should the quantum of development be increased and/or proceeds realised be in excess of agreed base limits. This will be secured by a covenant given by the building tenant.

## 5.2 Timetable

- 5.3 The following timetable is proposed, which may be subject to change as details are further developed.

Executive Decision finalised	December 2013
Exchange of Contracts, on a subject to planning basis.	March 2014
Sale Completion	December 2014

## 6.0 **Financial Implications**

- 6.1 The property is currently occupied by Air France with Vodafone and Airwaves masts located on the roof. A total rental income stream of £363k per annum a (as detailed in paragraphs 3.13 and 3.14 above) will be foregone should the recommendations to this report be approved.
- 6.2 The financial scoring element of the bid assessment criteria was based on the capital receipt offer (excluding Community Infrastructure Levy, Ground Rent, Council Tax, Business Rate or New Homes Bonus implications) at 30% Affordable Housing provision.
- 6.3 As is well known, shortly after acquisition in 2008 for £17.1m, the global financial market collapse precipitated on property crash and, in particular relevant to Brent House, values in the secondary office market dropped by up to 60%. Therefore, Brent House was re-valued in 2010 (1<sup>st</sup> April 2009) on an owner-occupier, existing use value at £8.375m. This impaired value was taken into account and reflected in the Council's accounts and Asset Register in the year of valuation. The current depreciated Net Book Value carried forward on the Council's Asset Register for Brent House is £4.519m.
- 6.4 The purchase of Brent House was undertaken through the utilisation of unsupported borrowing totalling £17.695m, attracting an annual debt charge of £1.031m which is met from the Central Capital Financing Budget. The charge comprises principal and interest and was forecast for

repayment over a period of 40 years. The forecast outstanding principal on the unsupported borrowing at the end of 2013/14 is £16.886m. The debt charge associated with the property is within the Council's base revenue budget.

- 6.5 The capital receipt offer from both the preferred and reserve bidders, as set out in Appendix 3, are in excess of the property's carrying Net Book Value on the Council's Asset Register but are lower than the outstanding principal on the unsupported borrowing.
- 6.6 Transaction costs for the disposal are to be covered by the capital receipt on disposal. This is estimated to be in the region of 1% of the sale price including legal costs.
- 6.7 The council is not contractually obliged to accept any bid. An alternative option would be to leave the site as it is and seek to let it out as offices. A possible attraction of this is that if the property market continues to rise the council might be able to sell the site for more at a future date. However, this would also expose the council to the downside risk of a fall in the market. Furthermore, the council would be liable for maintenance, security, vacant rates and similar costs until a sale could be agreed, and it appears unlikely that there would be significant opportunities to generate rental income to offset these in the interim. This option is not therefore recommended.

## **7.0 Legal Implications**

- 7.1 Under Section 123 of the Local Government Act 1972 the Council has a general power to dispose of properties including by way of the sale of the freehold or the grant of a lease. The essential condition is that the Council obtains (unless it is a lease for 7 years or less) the best consideration that is reasonably obtainable.
- 7.2 Disposal on the open market either via auctioneer, marketing agent (sealed bids tender) or to a special purchaser by way of private treaty will satisfy the best consideration requirement.

## **8.0 Diversity Implications**

- 8.1 See attached INRA, appendix 4.

## **9.0 Staffing/Accommodation Implications (if appropriate)**

- 9.1 There are no staffing implications.

## **10.0 Background Papers**

- 10.1 Executive Report 13 December 2010, Report from the Director of Regeneration and Major Projects, Civic Offices and Property Disposals.

## **11.0 Appendices**

Appendix 1: Disposal Plan

Appendix 2: Marketing Particulars & Bid Assessment Form

Appendix 3: Exempt from publication – Bid Analysis

Appendix 4: Equality Analysis

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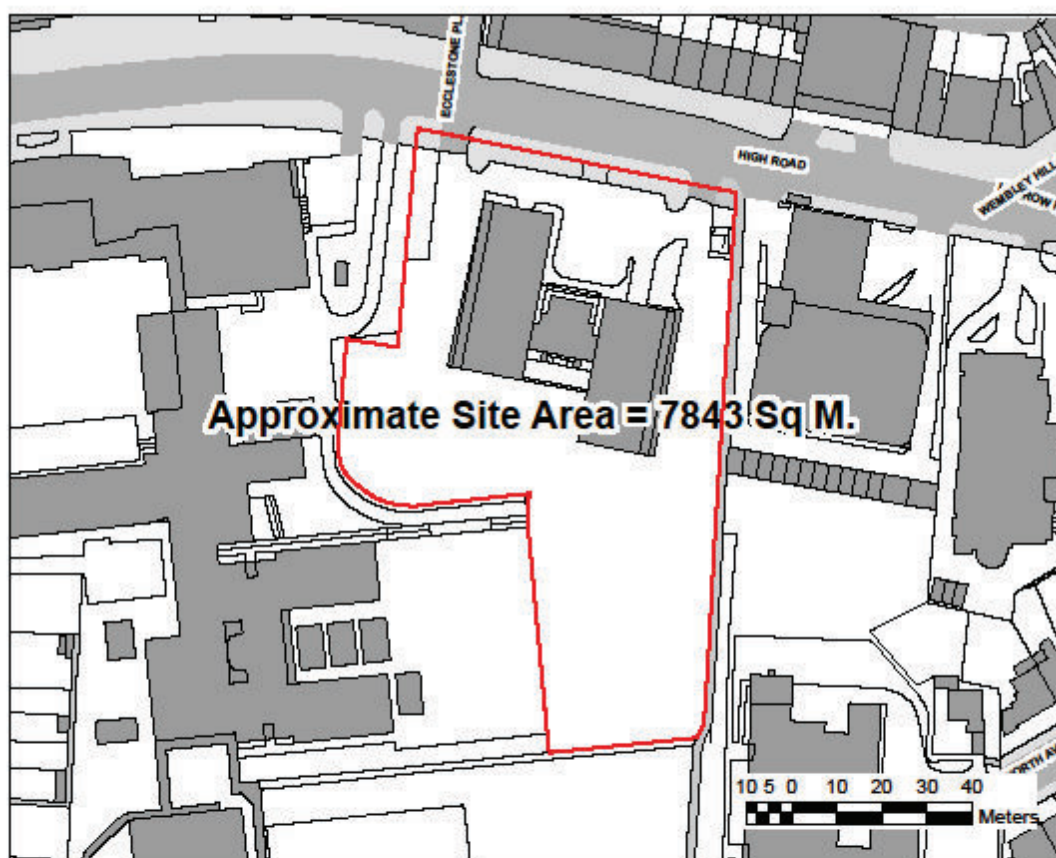
Andy Donald  
Strategic Director of Regeneration and Growth


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**Brent House, 349-357 High Road,  
Wembley, HA9 6BZ**



**Approximate site boundaries  
shown outlined red.**

**Plan provided for  
information purposes only.**



 **1:1,250**  
Plan to stated scale if printed at A4.

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 **NORTH**  


**FOR SALE FREEHOLD SUBJECT TO CONTRACT**



# BRENT HOUSE

**349-357 HIGH ROAD, WEMBLEY, HA9 6BZ**

**FANTASTIC DEVELOPMENT OPPORTUNITY**

- > 128,828 sq ft Gross Internal Area
- > Walking distance from Wembley Stadium, Wembley Arena and High Road facilities
- > Wembley Stadium (Chiltern Railways) approx. 250 metres
- > Wembley Central (Bakerloo and London Overground lines) approx. 500 metres
- > Wembley Park (Jubilee and Metropolitan lines) approx. 1300 metres

### LOCATION

Brent House is situated at 349-357 High Road, Wembley and within a short walking distance from Wembley Stadium and Wembley Arena. The site benefits from excellent public transport including local bus services and close proximity to Wembley Stadium, Wembley Central and Wembley Park train stations. The area offers a wide variety of opportunities for future growth and development.

Accelerating success.

[www.colliers.com](http://www.colliers.com)



## DESCRIPTION

Brent House sits on a site of circa 1.9 acres and comprises a 10 storey office building which was constructed in the early 1960's and was refurbished internally in the late 1990's, housing 98,214 sq ft net internal area as offices. There are two wings to the building interlinked by the lift and services core (which includes reception area at ground floor level). The majority of the building is comprised of open office floorplans with some partitioned subdivision.

Externally the site is laid out with a forecourt and extensive car parking (155 spaces) which is part covered at basement level.

The majority occupier The London Borough of Brent are in the process of moving their operations to the new Brent Civic Centre in Engineers Way. A part of the property (22,798 sq ft NIA) is currently let to Air France on a lease expiring in May 2014 at £330,000 pa. Additional income is also provided through telecom masts providing £33,336 pa.

Net Internal Floor Areas		
Floor	sq ft	sq m
Ground	10,616	986
First	10,062	935
Second	10,086	937
Third	10,069	935
Fourth	10,060	935
Fifth	10,091	938
Sixth	10,072	936
Seventh	10,065	935
Eighth	9,852	915
Ninth	7,241	673
Total	98,214	9,124

## TENURE

The property is offered Freehold.

## PLANNING

The property is classed as B1 office use. Informal discussions have suggested that the council would look favourably on a variety of different uses. Brent house is included with the council's SSA and DPD planning allocations please see data room for further information. Interested parties are advised to make their own enquiries of the Local Planning Authority, Brent Borough Council.

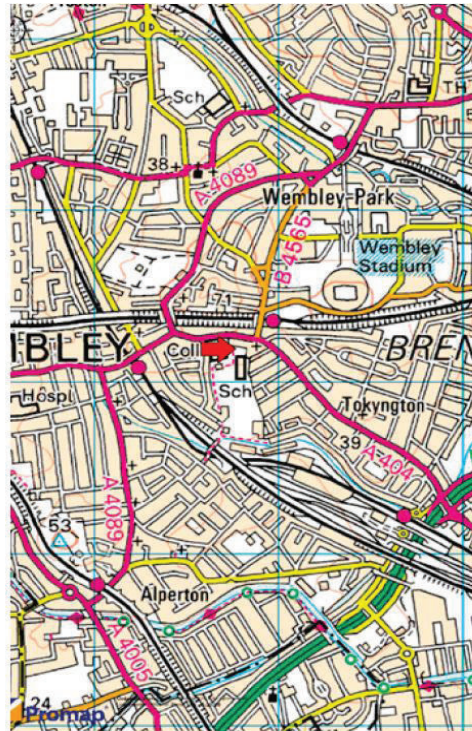
[www.brent.gov.uk](http://www.brent.gov.uk)  
020 3937 1234

## WAYLEAVES, EASEMENTS AND RIGHTS OF WAY

The site, outlined in red on the attached site plan (for identification purposes only), is to be sold subject to any rights of way, restrictions or easements, which may exist whether or not mentioned in these particulars.

## SERVICES

It will be the responsibility of interested parties to ensure the services are available and adequate for any future uses of the property.



## VAT

Please note that VAT will be payable in addition to the purchase price.

## VIEWINGS

Strictly by prior appointment with sole agents, Colliers International.

## METHOD OF SALE

The property is for sale by informal tender. Whilst all offers for the property will be considered. The council are not bound to accept the highest or any offer.

## FURTHER INFORMATION

Further information has been prepared and can be viewed in our data room, please visit [www.brent-house.com](http://www.brent-house.com)



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Colliers International is the licensed trading name of Colliers International Property Consultants Limited. Company registered in England & Wales no. 7996509. Registered office: 9 Marylebone Lane, London W1U 1HL.



## **Appendix 2 – Bid Assessment Form**

<b>Applicant's Name</b>	
-------------------------	--

### **1. Financial Standing & Funding**

Criteria	Yes/No
Equifax Business Information Services check confirms good financial standing and the ability to undertake the project – check to be undertaken by Brent. Plus the bidder confirming through letters of support the ability to raise capital through bank letters or other similar investor documentation. Hard copies of the financial accounts of bidding companies to be checked by Brent. Checks and documents, must be satisfactory.	
<b>If 'no' then bid will be removed from the process.</b>	

### **2. Proposed use of site**

Criteria	Score 1-5
Track record response to be considered in the context of scoring this section along with summary of proposed scheme and S106 assumptions. If in accordance with planning brief and local policy or non contentious change of use = 5. If in accordance with planning brief and local policy with some aspects that are contentious = 4. If in accordance with planning brief and local policy but with a high number of contentious aspects = 3. If in accordance with planning brief and local policy, but high risk of planning failure = 2. If non compliant with planning brief and local policy, but proposal has some merits = 1. If non compliant and no chance of consent = 0.	
<b>Sub Total</b>	

<b>Total Score out of 5</b>		<b>% Score</b>	
-----------------------------	--	----------------	--

### **3. Deliverability**

Criteria	Score 1-5
Project Management approach. Assessment will be based on bid form responses to the following sections: professional team, approach to time, board approval and target exchange. Bidders will be scored based on their answers based on the following scoring: Strong confidence = 5, Good confidence = 4, Average confidence = 3, Doubtful = 2, Weak Confidence = 1 and No confidence = 0.	
<b>Sub Total</b>	

<b>Total Score out of 5</b>		<b>% Score</b>	
-----------------------------	--	----------------	--

### **4. Financial Offer**

Criteria / Ranking	Score 1-5
If top = 5, if second highest = 4, if third = 3, if fourth = 2, if fifth = 1, all others 0. Bids will be assessed using the financial offer, VAT considering leasehold 250 years and freehold disposals including overage and cashflowing the bid.	
<b>Sub Total</b>	

<b>Total Score out of 5</b>		<b>% Score</b>	
-----------------------------	--	----------------	--

Meeting  
Date

Version no.  
Date

After the initial process, London Borough of Brent reserves the right to introduce additional processes at which stage applicants will be re-scored based on the criteria in this scoring sheet.

#### WEIGHTED SCORE SUMMARY

Assessment Criteria	Base Score	Weighting Multiplier	Weighted Score
1. Proposed use of site		25%	
2. Deliverability		25%	
3. Financial Offer		50%	
		<b>Total</b>	

Assessment Sign off by Brent Council Representative:

Sign .....Date.....

Name.....

...

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

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# Equality Analysis

Gibbs, Bryony  
London Borough of Brent



## Brent Council Equality Analysis Form

Please contact the Corporate Diversity team before completing this form. The form is to be used for both predictive Equality Analysis and any reviews of existing policies and practices that may be carried out.

Once you have completed this form, please forward to the Corporate Diversity Team for auditing. Make sure you allow sufficient time for this.

<b>1. Roles and Responsibilities:</b> please refer to stage 1 of the guidance	
<b>Directorate:</b>  <b>Regeneration &amp; Growth</b>  <b>Service Area:</b>  <b>Property &amp; Projects</b>	<b>Person Responsible:</b>  Name: Fred Eastman  Title: Estate surveyor  Contact No: 0208 937 4220  Signed: Fred Eastman
<b>Name of policy:</b>  <b>This is a transaction for the sale of Brent House following relocation of staff into the Civic Centre as part of the Civic Centre strategy.</b>	<b>Date analysis started: 22/10/2013</b>  <b>Completion date: 29/10/13</b>  <b>Review date:</b>
<b>Is the policy:</b>  New <input type="checkbox"/> Old <input checked="" type="checkbox"/>	<b>Auditing Details:</b>  Name: Fred Eastman  Title: Estate Surveyor  Date: 08/04/2013  Contact No: 0208 937 4220  Signed: Fred Eastman
<b>Signing Off Manager:</b> responsible for review and monitoring  Name: Richard Barrett  Title:  Operational Director  Property and Projects Date:  Contact No: 0208 937 1330	<b>Decision Maker:</b>  Name individual /group/meeting/ committee:  <b>Executive Committee</b>  Date: 9 <sup>th</sup> December 2013

Meeting  
Date

Version no.  
Date

Signed:	
---------	--

**2. Brief description of the policy. Describe the aim and purpose of the policy, what needs or duties is it designed to meet? How does it differ from any existing policy or practice in this area?**

To relocate all Council staff to the new Civic Centre to help eliminate discrimination, advance equality of opportunity and foster good relations by being more open and available to residents, more green with improved disability access.

To dispose of this surplus Council owned property to obtain a capital receipt to meet the resources forecasts for the Council Capital Programme, in particular the new Civic Centre through a competitive tendering process

**3. Describe how the policy will impact on all of the protected groups:**

The relocation of staff to the Civic Centre will improve the delivery of services to all groups, including previous users of Brent House in an open and transparent manner in line with the One Council approach.

Brent House will be disposed of, subject to Executive Committee's approval, on a subject to planning basis following a high profile marketing campaign by external agents and receipt of informal tenders.

This is an open and transparent method for the sale of property assets and permits all sections of society to purchase the property in an open and transparent way. It ensures that there is no discrimination to any potential bidder and y any bidder.

**Please give details of the evidence you have used:**

The evidence used to justify this assertion is the Civic Centre business case and results achieved from the marketing of the subject property and previous property transactions.

**4. Describe how the policy will impact on the Council's duty to have due regard to the need to:**

**(a) Eliminate discrimination (including indirect discrimination), harassment and victimisation;**

There are no unmet needs or requirements that can be identified that affect specific groups.

Meeting  
Date

Version no.  
Date

No one from a protected characteristic was prevented from entering a bid for this property

**(b) Advance equality of opportunity;**

The delivery of the Civic Centre strategy will assist in eliminating discrimination, advance equality of opportunity and foster good relations by being more open and available for residents, more green with improved disability access.

This is an open and transparent method for the sale of property assets and permits all sections of society to purchase the property in an open and transparent way.

The property was widely marketed to with no one from a protected characteristic was prevented from entering a bid for this property

**(c) Foster good relations**

The delivery of the Civic Centre strategy will foster good relations by being more open and available for residents.

This is an open and transparent method for the sale of property assets and permits all sections of society to purchase the property in an open and transparent way.

No one from a protected characteristic was prevented from entering a bid for this property .

**5. What engagement activity did you carry out as part of your assessment? Please refer to stage 3 of the guidance.**

Who was consulted on the plan, which protected characteristics were included in consultation? CIVIC CENTRE CONSULTATION PLAN?

i. **Who did you engage with?**

ii. **What methods did you use?**

iii. **What did you find out?**

iv. **How have you used the information gathered?**

v. **How has it affected your policy?**

No consultation has taken place

**1. Have you have identified a negative impact on any protected group, or identified any unmet needs/requirements that affect specific protected groups? If so, explain what actions you have undertaken, including consideration of any alternative proposals, to lessen or mitigate against this impact.**

CIVIC CENTRES CONSULTATION PLAN?

This is an open and transparent method for the sale of property assets and permits all sections of society to purchase the property in an open and

transparent way.  
No negative impacts have been identified

**Please give details of the evidence you have used:**

## 7. Analysis summary

Please tick boxes to summarise the findings of your analysis.

Protected Group	Positive impact	Adverse impact	Neutral
Age	X?		X
Disability	X		X
Gender re-assignment	X		X
Marriage and civil partnership	X		X
Pregnancy and maternity	X		X
Race	X		X
Religion or belief	X		X
Sex	X		X
Sexual orientation	X		X

## 8. The Findings of your Analysis

Please complete whichever of the following sections is appropriate (one only).  
Please refer to stage 4 of the guidance.

Meeting  
Date

Version no.  
Date

### **A major change**

*Your analysis demonstrates that:*

- *The policy is lawful*
- *The evidence shows no potential for direct or indirect discrimination*
- *You have taken all appropriate opportunities to advance equality and foster good relations between groups.*

*Please document below the reasons for your conclusion and the information that you used to make this decision.*

The property was advertised by the marketing agents in the specialised property and local press and on the marketing agents and the Council's web-site, which ensured that any interested party was aware of the disposal.

**As this is retrospective we probably make no change but ensure monitoring and review is in place.**

As this method of disposal is open and transparent and anybody is able to bid, there will not be any public concern as to this method of disposal being discriminatory.

### **Adjust the policy**

*This may involve making changes to the policy to remove barriers or to better advance equality. It can mean introducing measures to mitigate the potential adverse effect on a particular protected group(s).*

*Remember that it is lawful under the Equality Act to treat people differently in some circumstances, where there is a need for it. It is both lawful and a requirement of the public sector equality duty to consider if there is a need to treat disabled people differently, including more favourable treatment where necessary.*

*If you have identified mitigating measures that would remove a negative impact, please detail those measures below.*

*Please document below the reasons for your conclusion, the information that you used to make this decision and how you plan to adjust the policy.*

Not Applicable

**Continue the policy**

*This means adopting your proposals, despite any adverse effect or missed opportunities to advance equality, provided you have satisfied yourself that it does not amount to unlawfully discrimination, either direct or indirect discrimination.*

*In cases where you believe discrimination is not unlawful because it is objectively justified, it is particularly important that you record what the objective justification is for continuing the policy, and how you reached this decision.*

*Explain the countervailing factors that outweigh any adverse effects on equality as set out above:*

*Please document below the reasons for your conclusion and the information that you used to make this decision:*

*It will not have an adverse impact. It will promote equality of opportunity as it will allow everybody the opportunity to purchase the property in an open and transparent way.*

**Stop and remove the policy**

*If there are adverse effects that are not justified and cannot be mitigated, and if the policy is not justified by countervailing factors, you should consider stopping the policy altogether. If a policy shows unlawful discrimination it must be removed or changed.*

*Please document below the reasons for your conclusion and the information that you used to make this decision.*


Not Applicable

**9. Monitoring and review**

Please provide details of how you intend to monitor the policy in the future. Please refer to stage 7 of the guidance.

I am responsible for monitoring the results of the marketing exercise and with the marketing agent the number of enquiries received regarding the property and types of bids received.

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 <p><b>Brent</b></p>	<p><b>Executive</b> 9 December 2013</p> <p><b>Report of the Chief Finance Officer</b></p>
<p>Wards affected: ALL</p>	
<p><b>Annual Audit Letter 2012/13</b></p>	

## 1. Summary

- 1.1 This report presents the Annual Audit Letter for 2012/13, which was produced by the Council's external auditors KPMG.

## 2. Recommendations

- 2.1 Members are recommended to note the contents of the Annual Audit Letter.

## 3. Detail

- 3.1 At the conclusion of the annual audit the external auditor produces a letter which confirms its opinion on the audit of the financial statements and arrangements to secure value for money.
- 3.2 As this was the first audit undertaken by KPMG the letter is a slightly different format to previous years. It sets out KPMG's opinion that:
- the Council has proper arrangements in place for securing financial resilience and challenging how it secures economy, efficiency and effectiveness;
  - the medium term financial plan and budget monitoring arrangements are robust;
  - the financial statements give a true and fair view of the financial position and of the expenditure and income for the year.
- 3.3 A more detailed report on the 2012/13 Statement of Accounts was considered by the Audit Committee at its meeting on 25 September 2013.
- 3.4 A recommendation has been made regarding the production of the Whole of Government Accounts (WGA) return and work has already commenced to

deliver improvements in this area. It should be noted that the Audit Commission has recognised that there were national issues with the WGA process in 2012/13 and that these affected the timeliness of returns from councils.

#### **4. Financial Implications**

- 4.1 The Audit Letter has directly implications on the financial reporting and management of the Council and on the adequacy of its controls.

#### **5. Legal Implications**

- 5.1 None identified.

#### **6. Diversity Implications**

- 6.1 None identified.

#### **7. Staffing Implications**

- 7.1 None identified.

#### **8. Background Papers**

Audit Committee – Report and Agenda 25 September 2013.

#### **9. Contact Officers**

Mick Bowden  
Tel: 020 8937 1460  
[mick.bowden@brent.gov.uk](mailto:mick.bowden@brent.gov.uk)

**CONRAD HALL**  
**Chief Finance Officer**



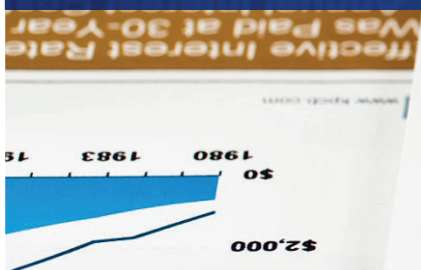
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# Annual Audit Letter 2012/13

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London Borough of Brent

October 2013





## Contents

The contacts at KPMG in connection with this report are:

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### Report sections

Headlines

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### Appendices

1. Key issues and recommendations

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2. Summary of reports issued

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This report is addressed to the Authority and has been prepared for the sole use of the Authority. We take no responsibility to any member of staff acting in their individual capacities, or to third parties. The Audit Commission has issued a document entitled *Statement of Responsibilities of Auditors and Audited Bodies*. This summarises where the responsibilities of auditors begin and end and what is expected from the audited body. We draw your attention to this document which is available on the Audit Commission's website at [www.auditcommission.gov.uk](http://www.auditcommission.gov.uk).

External auditors do not act as a substitute for the audited body's own responsibility for putting in place proper arrangements to ensure that public business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.

If you have any concerns or are dissatisfied with any part of KPMG's work, in the first instance you should contact Phil Johnstone, the appointed engagement lead to the Authority, who will try to resolve your complaint. If you are dissatisfied with your response please contact Trevor Rees on 0161 246 4000, or by email to [trevor.rees@kpmg.co.uk](mailto:trevor.rees@kpmg.co.uk), who is the national contact partner for all of KPMG's work with the Audit Commission. After this, if you are still dissatisfied with how your complaint has been handled you can access the Audit Commission's complaints procedure. Put your complaint in writing to the Complaints Unit Manager, Audit Commission, 3<sup>rd</sup> Floor, Fry Building, 2 Marsham Street, London, SW1P 4DF or by email to [complaints@audit-commission.gsi.gov.uk](mailto:complaints@audit-commission.gsi.gov.uk). Their telephone number is 03034448330.



## Section one Headlines

**This report summarises the key findings from our 2012/13 audit of London Borough of Brent (the Authority).**

**Although this letter is addressed to the Members of the Authority, it is also intended to communicate these issues to key external stakeholders, including members of the public.**

**Our audit covers the audit of the Authority's 2012/13 financial statements and the 2012/13 VFM conclusion.**

<b>VFM conclusion</b>	<p>We issued an unqualified value for money (VFM) conclusion for 2012/13 on 26 September 2013</p> <p>This means we are satisfied that you have proper arrangements for securing financial resilience and challenging how you secure economy, efficiency and effectiveness.</p> <p>To arrive at our conclusion we looked at your financial governance, financial planning and financial control processes, as well as how you are prioritising resources and improving efficiency and productivity.</p>
<b>VFM risk area</b>	<p>We identified two key risks to our VFM conclusion. The first was the Authority's plans to deliver its ongoing savings plan with £12m required in 2012/13 and an additional £7m in 2013/14 to address the further reductions to local authority funding</p> <p>We reviewed the budget monitoring arrangements and found these to be robust. The savings planned for 2012/13 were delivered in line with the plan with the General Fund reserve being increased to £12m.</p> <p>We found that the Medium Term Financial Plan had considered the potential funding reductions and that it was sufficiently robust to assist the Authority in delivering services while maintaining financial stability.</p> <p>The second risk related to the appointment and departure of senior officers. Our review found that the Authority had followed appropriate procedures and that there were no issues that impacted on our value for money conclusion.</p>
<b>Audit opinion</b>	<p>We issued an unqualified opinion on your financial statements on 26 September 2013. This means that we believe the financial statements give a true and fair view of the financial position of the Authority and of its expenditure and income for the year. The financial statements also include those of the pension fund.</p>
<b>Financial statements audit</b>	<p>The audit of your financial statements identified one material adjustment within Property, Plant and Equipment and three non-trivial adjustments, none of which affected the Authority's financial position. There was no impact on the General Fund.</p> <p>The Authority has good processes in place for the production of the financial statements. Officers dealt efficiently with audit queries and the audit process was completed within the planned timescales.</p>
<b>Annual Governance Statement</b>	<p>We reviewed your <i>Annual Governance Statement</i> and concluded that it was consistent with our understanding.</p>



## Section one Headlines (continued)

All the issues in this letter have been previously reported with the exception of the Whole of Government Accounts not meeting the audit deadline. The detailed findings are contained in the reports we have listed in Appendix 2.

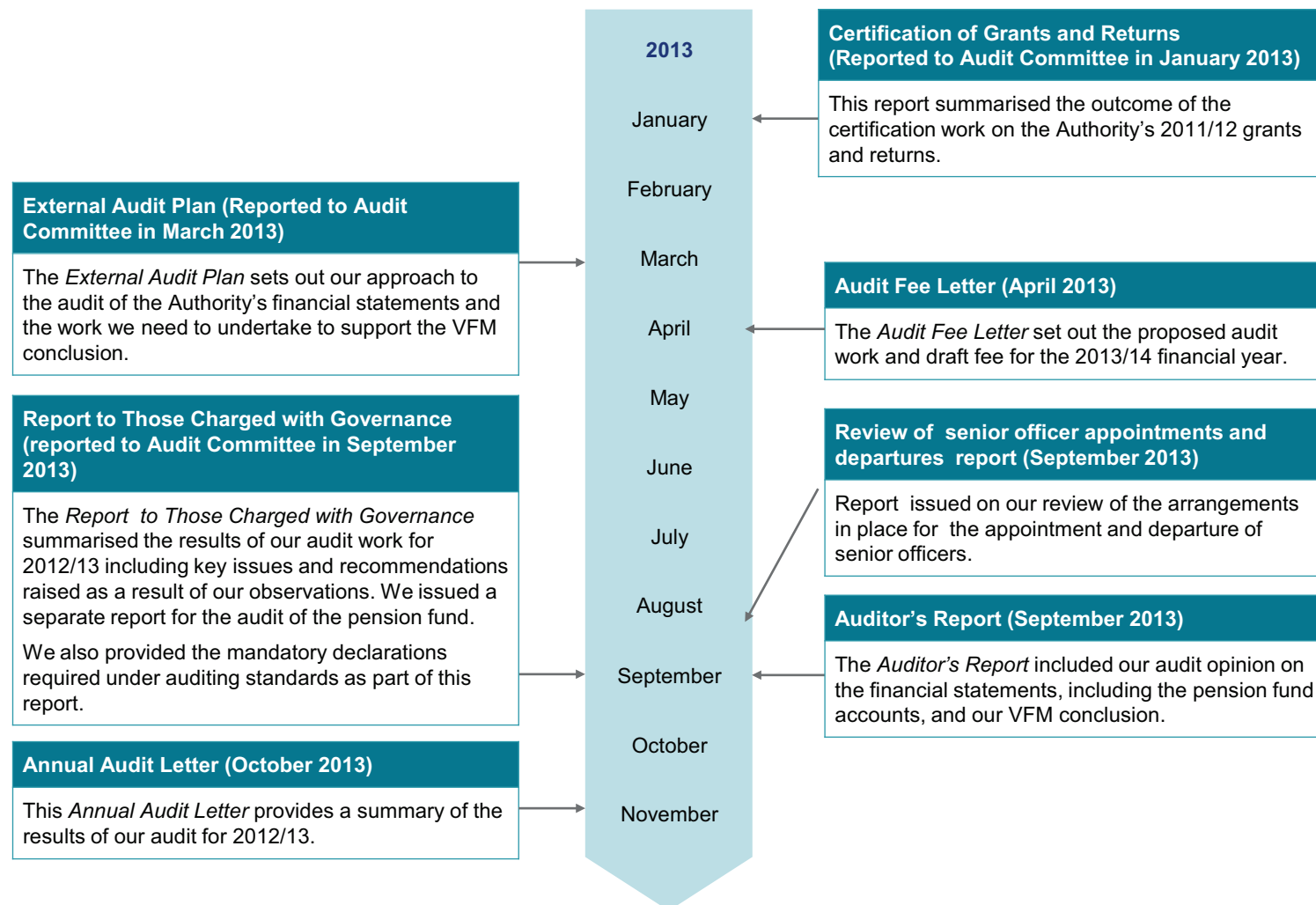
Pension fund audit	There were no significant issues arising from our audit of the pension fund.
Whole of Government Accounts	<p>We reviewed the consolidation pack which the Authority prepared to support the production of Whole of Government Accounts by HM Treasury. The Authority did not meet the deadline for submitting the pack to the auditors and there were delays in responding to audit queries. While we reported that the Authority's pack was consistent with the audited financial statements, this was completed on 11 October 2013, one week after the audit deadline.</p> <p>We have made a recommendation in Appendix 1 for the Authority relating to this.</p>
Certificate	Due to the work on the Whole of Government Accounts not being completed at the time we issued our audit opinion, we were unable to issue our audit certificate with the opinion and VFM conclusion. We issued our audit certificate on 11 October 2013.
Audit fee	Our audit fee for 2012/13 was £272,367 (excluding VAT) for the audit of the Authority's financial statements and £21,000 (excluding VAT) for the audit of the Pension Fund. Further details are contained in Appendix 3.

This appendix summarises the high priority recommendation that we identified during our 2012/13 audit, along with your response to it.

Lower priority recommendations are contained, as appropriate, in our other reports, which are listed in Appendix 2.

No.	Issue and recommendation	Management response/ responsible officer/ due date
1	<p>There were delays in both the production of the Whole of Government Accounts and in responses to audit queries relating to them. The Authority also had technical problems with the consolidation pack which HM Treasury needed to resolve.</p> <p>We recommend that the Whole of Government Accounts consolidation pack and working papers are prepared to the same high standard as the main financial statements allowing time for internal quality review prior to audit.</p>	<p>There are two main elements to the improvements the Authority will make in this area:</p> <ol style="list-style-type: none"> <li>(1) Under the new finance structure the process will be undertaken by those staff that lead on the main financial statements and incorporated into that process to improve timeliness</li> <li>(2) The upgrade of the financial system this year includes the joint development by six councils to simplify production of financial accounts including the WGA. To make best use of this, the process used will be redesigned to take advantage of the improved chart of accounts</li> </ol> <p>Lead Officer: Mick Bowden, Operational Director - Finance Due Date: 30/6/14</p>

This appendix summarises the reports we issued since your last *Annual Audit Letter*.





## Appendices

### Appendix 3: Audit fees

This appendix provides information on our final fees for 2012/13.

To ensure openness between KPMG and your Audit Committee about the extent of our fee relationship with you, we have summarised the outturn against the 2012/13 planned audit fee.

#### External audit

The initial scale fee set by the Audit Commission for the audit was £263,520. Due to additional risks identified to the value for money conclusion in connection with the appointment and departure of senior officers an additional audit fee of £8,847 was agreed with the Authority and approved by the Audit Commission. Thus the total audit fee was £272,367 compared to £439,200 for 2011/12. This reflects the significant reductions made nationally by the Audit Commission to its scale fees.

We also agreed an additional fee of £3,153 related to the appointment and departure of senior officers which was delivered outside the Code of Audit Practice.

This is in line with the fee that was presented to the Audit Committee in March 2013.

Our final fee for the 2012/13 audit of the Pension Fund was in line with the planned fee of £21,000.

#### Certification of grants and returns

Our grants work is still ongoing and the fee will be confirmed through our report on the *Certification of Grants and Returns 2012/13* which we are due to issue in December 2013.



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 <b>Brent</b>	<p><b>Executive</b> 9 December 2013</p> <p><b>Report from the Chief Finance Officer</b></p>
Wards Affected: ALL	
<b>Collection Fund Report</b>	

## 1.0 Summary

- 1.1 As part of the Council Tax setting process for 2014/2015 the Council is required to estimate the amount of any surplus or deficit on the Collection Fund as at 31 March 2014. This must be done by 15 January 2014 and this report asks Members to approve the estimated balance. In previous years this only related to Council Tax, but following changes to business rates (NNDR) legislation, a similar calculation is now required for NNDR as well.
- 1.2 As a result of consistently effective collection of amounts due to the council it is now possible to return the benefits of this as a one-off contribution to support the 2014/15 budget. This technical surplus relates to council tax due on or before 31 March 2013, where the council has been more effective than previously assumed in collecting arrears, and also reflects strong collection performance of debts relating to 2013/14.

## 2. Recommendations

- 2.1. To agree the estimated Collection Fund balance relating to Council Tax at 31 March 2014 as a surplus of £3.2m.
- 2.2. To agree the estimated Collection Fund balance relating to NNDR at 31 March 2014 as zero (no surplus or deficit).
- 2.3 To delegate to the Chief Finance Officer authority to amend these figures should material new information, such as debt collection performance, come to light in the intervening period.

### **3. Detail**

#### **3.1. Council Tax**

- 3.1.1. Income from Council Tax is paid into the 'collection fund'. Brent and the Greater London Authority (GLA) make charges (formally known as 'precepts') on this fund to finance their budgets. If the eventual collection of Council Tax is greater than precepts on the collection fund, taking the cumulative position since the introduction of Council Tax in 1993, a surplus will be generated. If the reverse happens, there will be a deficit. Any surplus or deficit is shared between Brent and the GLA. It is normal and proper practice to estimate these surpluses or deficits in setting the budget and to make distributions to the preceptors, or to require contributions from them, according to those estimates.
- 3.1.2. Total arrears as at 31 March 2013 not covered by bad debt impairments were £0.8m. This means that unless the council estimates that debts of at least this amount will be collected the fund will be in deficit, and that if future collection is anticipated to exceed this figure, a surplus can be declared.
- 3.1.3. In considering the Collection Fund position at 31 March 2014, it should be noted that the in-year collection of council tax has improved in recent years. It increased from 93.2% in 2006/07 to 95.9% in 2012/13. However, it is anticipated that the collection rate for 2013/14 will be lower, following the introduction of the local Council Tax Support scheme. It is estimated that the final figure for 2013/14 will be in the region of 94.0%; broadly on the basis that as at 31 October 65.8% of the amount due for the year had been collected, compared with 67.3% at the same date in 2012.
- 3.1.4. The shortfall as at 31 March 2013, as outlined in paragraph 3.1.2, was £0.8m. It is estimated that in the full 2013/14 financial year, around £2.0m of Council Tax arrears will have been collected in relation to earlier years, leaving a surplus of £1.2m. Based on projections of future years' collection of arrears, it is estimated that around a further £3.0m will eventually be collectable for years up to 2012/13, leaving a surplus of approximately £4.2m. This figure is dependent on the required collection level of 96.0% for 2013/14 debits eventually being achieved. Due to the changes affecting people formerly receiving Council Tax Benefit (as outlined above) it is considered prudent to allow for a possible under recovery on this collection level. Until the new scheme has had time to bed in fully and likely eventual collection levels can be more accurately assessed officers consider it advisable to allow for a contingency of £1m for non collection. This would bring the total estimated surplus down to £3.2m.
- 3.1.5. The surplus on the Collection Fund as at 31 March 2014 will be split with the Greater London Authority. The GLA share (based on its share of the total precept in 2013/2014) would be 22.25% of any surplus. If a surplus of £3.2m is declared, the GLA share would be £712,000, leaving Brent's share as £2,488,000.

### **3.2. Business Rates (NNDR)**

- 3.2.1. Until the 2012/13 financial year, all business rates collected by local authorities were paid over to the national pool administered by central government, and then redistributed back to local authorities according to assessed spending needs. From 2013/2014 local authorities retain a proportion of the income raised. For London, the local authority keeps 30% of the income, the GLA receives 20%, and the remaining 50% is paid to the national pool to be redistributed as before. Therefore London authorities benefit from 30% of any additional rates income, or bear 30% of the cost of any reduction.
- 3.2.2. If the year-end income from NNDR is higher than estimated at the start of the year, a surplus would be declared, which would be shared in the same ratios as above. Therefore, if Brent had a surplus it would keep 30% of this. If income was lower than anticipated, there would be a deficit to shared in the same proportion (i.e. Brent would bear 30% of the deficit).
- 3.2.3. The estimate for the income figure (or net rate yield) for 2013/14 was agreed by the General Purposes Committee on 22 January 2013. Estimating this is complex, as there are many factors which can significantly affect the overall figure, including entitlement to reliefs and properties coming on to, or being taken out, of rating. The biggest uncertainty concerns revaluations arising from appeals against the Valuation Office (VO) determinations. These are very common and can lead to large refunds being backdated several years. A significant contingency needs to be made for this as approximately 30% of the total rateable value is currently still subject to appeals. This compares to an allowance for revaluation losses of 5% within the original estimate agreed by the General Purposes Committee.
- 3.2.4. There will be additional income for 2013/14 from the new London Designer Outlet which opened in late October. The rateable values of these units have not yet been set, but will be backdated to the opening date, and the income involved will be substantial, despite only being for five months. However, given the uncertainties outlined above, it is recommended that no surplus or deficit is declared. The position should be somewhat clearer in a year's time (in terms of the actual income from the new Outlet, and the outcome of revaluation appeals), and the updated information will be used in deciding whether to declare a surplus or deficit as at 31 March 2015.

### **4. Financial Implications**

- 4.1 The proposals in this report have a direct impact on the budget for 2014/2015, as any deficits or surpluses have to be taken into account in the calculation of the council tax requirement. The estimates set out in this report are similar to those set out previously to the Executive as part of the budget strategy and hence agreeing the recommendations of this report will not materially affect the overall budget position.

## **5. Legal Implications**

- 5.1 Regulation 10 of the Local Authority (Funds) Regulation 1992, made under Section 99 of the Local Government Finance Act 1988, requires an estimate of the surplus or deficit on the Council's collection fund to be made by 15 January each year (or the next working day). This estimate is one of the figures to be used in the budget and council tax setting process for 2014/15.

## **6. Diversity Implications**

- 6.1 The proposals in this report have been subject to screening and officers believe that there are no diversity implications arising from it.

## **7. Staffing Implications**


- 7.1 None directly.

## **8. Background Information**

General Purposes Committee Report – 22 January 2013

Any person wishing to inspect the above should contact David Huberman, Finance Manager, Civic Centre, Engineers Way, Wembley HA9 0FJ. Telephone 020-8937-1478.

**Conrad Hall**  
**Chief Finance Officer**

 <b>Brent</b>	<p style="text-align: center;"><b>Executive</b> 9 December 2013</p> <p style="text-align: center;"><b>Report from Assistant Chief Executive and Chief Finance Officer</b></p>
Wards Affected: ALL	
<b>Performance and Finance Review, Quarter 2, 2013-14</b>	

## 1.0 Introduction

A revised Borough Plan for 2013 - 2014 was agreed by Full Council in June 2013. The Borough Plan – creating opportunities, improving lives, provides a vision for the borough and sets out the key priorities for achieving that vision. The priorities are:

- Building a Strong Community
- Promoting Jobs, Growth and Fair Play
- Making Brent Safer, Cleaner and Greener
- Improving Health & Wellbeing
- Better Lives for Children and Families
- Developing Better Ways of Working

The Borough Plan is an overarching plan interconnected with a range of other plans including the council's Corporate Plan, which adopts the same priorities as the Borough Plan.

The planned reduction in central government funding continues to intensify pressure on council services, and difficult economic conditions have directly affected levels of employment across the borough. The scale and pace of national policy changes, particularly in relation to Housing Benefits and the implementation of the new Universal Credit, is expected to fuel increased demand for services, which will have an enduring effect on the borough. However, despite these challenges, the council remains committed to preserving services and protecting the most vulnerable residents.

The purpose of this report is to provide Members with a corporate overview of Finance and Performance information, to support informed decision-making, and to manage performance effectively.





## 2.0 Recommendations

The Executive is asked to:

- Note the Finance and Performance information contained in this report and agree remedial actions as necessary.
- Consider the current and future strategic risks associated with the information provided and agree remedial actions as appropriate.
- Challenge progress with responsible officers as necessary.
- Agree the budget virements as set out within the appendix to this report.
- Note the write off of bad debts contained within this report.

## 3.0 Executive Summary - Performance

There are currently 37% on target (green) or just below target (amber) and 27% are well below target (red). The rest are considered for contextual information only and do not have targets, the majority of these relate to complaints. Please note that indicators with no data returns against them are classed as high risk.

<b>Overall Council Performance</b>						
						<b>Total</b>
	Low	Med	High	CI	MD	<b>Total</b>
<b>Adult Social Care</b>	4	0	4	1	0	<b>9</b>
<b>Children &amp; Families</b>	3	2	4	1	0	<b>10</b>
<b>Environment &amp; Neighbourhoods</b>	8	2	7	0	0	<b>17</b>
<b>Regeneration &amp; Growth</b>	4	1	3	4	0	<b>12</b>
<b>Complaints</b>	0	0	0	18	0	<b>18</b>
<b>Total</b>	<b>19</b>	<b>5</b>	<b>18</b>	<b>24</b>	<b>0</b>	<b>66</b>
<b>Percentage</b>	<b>29</b>	<b>8</b>	<b>27</b>	<b>36</b>	<b>0</b>	<b>100</b>

The performance section of the Performance and Finance Review report includes a benchmarking column which will provide information from the London Council's benchmarking club (LAPS). Benchmarking will only be available for those indicators that a number of other councils also wish monitor. To ensure that the information is relevant and meaningful it is drawn from the same quarter in the previous financial year. So for this quarter the information provided comes from Q2 2012/13.

### **3.1 Adult Social Services**

The percentage of Menal Health contacts which reach assessment in 4 weeks is 37% and well below the 86% target. Data reported for mental health indicators has been inconsistent for some time. This is being addressed through phase 1 of a two-stage project to improve the service and achieve more robust performance data.

The Brent Safeguarding Adults Board annual review has just been completed and consulted on at the Brent Safeguarding Adults conference on 8<sup>th</sup> November 2013. As a result of that process, draft targets focused on timeliness of response to SGA alerts, timescale for the completion of the SGA process and reducing the number of inconclusive investigations will be agreed for the next 12 months at the Board meeting on 12 December 2013. This will be reported from Quarter 4 onwards.

### **3.2 Children and Families**

New indicators were introduced in Q1 which are designed to reflect how schools in Brent have been judged by Ofsted. The indicators showing number of primary and secondary schools judged as being inadequate by Ofsted are both showing a red high risk alert. The percentage of care leavers in employment, education and training is, at 58%, lower than the 67% reported in Q1 and is below the target of 70%. However this represents an improvement on 42% recorded in Q2 2012/13. The number of looked after children placed with in-house foster carers shows an improvement on the number reported in Q1 though remains below target with an amber alert. The number placed in independent fostering agencies shows a slight improvement however this still shows a high risk red status.

### **3.3 Environment and Neighbourhoods**

The number of active library users as a percentage of the population shows a year to date total of 20.3% against a target of 22%. This is a slight improvement on the 20% reported in Q1, though the indicator remains a medium risk. The number of online and automated phone interactions within the library service is on target and remains a low risk. The time lag in data collection means that figures for the volume of residual waste and percentage of household waste sent for recycling for Q2 are provisional and may be subject to amendment. Both of the alerts for these indicators are currently showing as red and are therefore high risk. The marked increase in the number of flytipping inspections and investigations in Q2 is as a result of targeted enforcement action taken in town centres focussed on trade waste. The percentage of food premises that are broadly compliant with food hygiene

law is showing an improvement at 82.36% compared with 81.4% reported in Q1, though this remains a medium risk. A new suite of Community Safety KPIs were agreed by the Safer Brent Partnership on 11<sup>th</sup> November 2013. The total number of incidents of burglary is highlighted in the appendix as above target and a high risk. All of the other Community Safety indicators are currently low risk. The rate of proven reoffending by young offenders is 19%, which compares favourably with the 28% recorded in Q2 2012/13.

### **3.3 Regeneration and Growth**

The percentage of major planning applications processed within 13 weeks is 66.67%, which shows a marked improvement against the 23% reported in Q1 and has moved from a high risk to a medium risk indicator. However the two indicators that relate to the percentage of minor and the percentage of other planning application processed within 8 weeks both show a decline and have moved from medium risk to high risk. The number of households in temporary accommodation has dropped slightly over the last 3 months, however it is too early to identify a trend. Actions to mitigate the impact of welfare reform include ensuring that those that are most impacted are supported into work and to make effective use of the flexibility provided by the housing reform. The department has increased the number of social housing lettings to households in temporary accommodation and the number of discharges of duty to the private sector. Performance against the national indicator N181, time taken to process all new benefits claims, dipped in the first quarter of 2013/14 due to the exceptionally high demand on the Benefits' Service. Performance has improved slightly in Q2 though the indicator remains a high risk.

### **3.6 Complaints Summary**

The number of complaints received by the council has increased by 25% in comparison with Q1. The bulk of the increase was in relations to Safer Streets (Parking) and Regeneration & Growth (Housing/rehousing pressures). Brent Housing Partnership (BHP) and Environment & Neighbourhoods continue to account for two-thirds of the complaints received. Overall response rates improved from, 73%, to 84% being answered on time. BHP and Environment & Neighbourhoods performed the best each reaching 95%.

A series of projects are being progressed by the Complaints Service Team designed to bring about across the board improvements in response rates during 2014/15.

## 4.0 Executive Summary - FINANCE

4.1 The Council's revenue budget position for quarter 2 is as follows:

Item	Budget £m	Forecast £m	Variance £m
Adult Social Services	108.7	109.0	0.3
Children & Families	43.8	44.5	0.7
Environment & Neighbourhood Services	35.5	35.5	0
Regeneration & Major Projects	30.2	28.5	(1.7)
Central Services	42.8	42.8	0
Transfer to Reserves	0	1.5	1.5
<b>Service Area Total</b>	<b>261.0</b>	<b>261.8</b>	<b>0.8</b>
Central Items	23.3	22.4	(0.9)
<b>Total Council Budget</b>	<b>284.3</b>	<b>284.2</b>	<b>(0.1)</b>

- The Council is currently forecasting an in year underspend of £0.1m an improvement of £0.8m on the quarter 1 forecast of an over spend of £0.7m. There remain pressures on the Adult Social Services budget and further pressures have emerged over the last quarter within Children & Families. These pressures have been offset by the receipt of higher than anticipated specific grant monies. It is expected that action taken by service areas will help to improve the situation within the overspending areas by year end.
- For Adult Social Services there is a forecast overspend of £0.3m. The main factor contributing to the overspend relates to the Mental Health Service and its residential care and supported living budget. The overspend has reduced by £0.1m from its quarter 1 over spend of £0.4m, a number of one off savings has contributed to this reduction. In order to reduce the underlying overspend an efficiency programme has been set up to review progress. The service is confident, due to the efficiency programme, that the overspending position will reduce by year end.
- Children & Families is forecasting an overspend of £0.7m for quarter 2, an increase of £0.6m from quarter 1. This is predominantly due overspending of £0.8m on SEN transport as they have not made their targets set over the last few years due to problems with WLA Transport Hub. The service is now implementing the new eligibility policy where it is projected savings will start to fall out over the coming months. The effect of the savings will hit in 2014/15. The pressures on social care placements have stabilised since quarter 1.
- Environment and Neighbourhood Services is forecasting a small underspend an improvement of £0.1m on the overspend of £0.1m reported in quarter 1. Using revised forecasts from more up to date figures on waste tonnages and the factoring in of income from the recyclates contract, the £0.2m pressure on the recycling and waste budget reported in quarter 1 has now been brought into line. The introduction of the new parking contract in July has resulted in

transitory problems which have led to a temporary reduction in the number of PCNs issued and reduced income collection rates. Measures have been put in place to offset these shortfalls.

- Regeneration and Major Projects is forecasting for quarter 2 an underspend of £1.7m. A saving of £0.2m on a review of supporting people contracts has improved the forecast position from the underspend of £1.5m reported in quarter 1. The underspend on temporary accommodation of £1.5m remains unchanged in quarter 2 and it is still proposed that this underspend is transferred to an earmarked reserve at the end of the year to fund future pressures on the temporary accommodation budget. This underspending will continue to be reviewed as part of the budget monitoring process in 2013-14.
- The position on Central items has improved significantly from the breakeven position reported in quarter 1 and is now reporting a forecast underspend of £0.9m. This is predominantly due to higher than anticipated government grants receipts of £0.7m and £0.2m for New Homes Bonus and Local Reform and Community Voices respectively.

Following the completion of the 2012/13 audit at the end of September the Council's general fund balances carried forward from 2012/13 are £12.060m. This is unchanged from the balance figure reported in quarter 4 of 2012/13.

	£m
Balances Brought Forward 1 <sup>st</sup> April 2013	12.0
2013/14 Underspend	0.1
Forecast Balance Carried Forward 31 <sup>st</sup> March 2014	<u>12.1</u>

Overall including the in year underspend of £0.1m the forecast balances at 31<sup>st</sup> March are now expected to be £12.1m.

#### 4.2 The Council's capital budget position for Quarter 2 is as follows:

Item	2013/14 Budget £m	Forecast £m	Variance £m
Adult Social Services	1.9	1.9	0
Children & Families	0.9	0.9	0
Environment & Neighbourhood Services	12.3	12.3	0
Regeneration & Major Projects	113.2	113.2	0
Housing – General Fund	10.2	10.2	0
Housing - HRA	21.0	21.0	0
Central Services	1.7	2.2	0.5
<b>Total Capital Programme</b>	<b>161.2</b>	<b>161.7</b>	<b>0.5</b>

The Council's quarter 2 position shows the current forecast to be line with revised budget. The budget for 2013/14 has increased by £57.1m from £104.1m in quarter 1 to £161.2m reflecting the rephasing of 2012/13 carry forwards and the application of virements included in the appendix to this report. An overspend of £0.5m has been identified within ICT schemes. Action will be taken to reduce the impact of this through limiting these costs and looking for alternative funding sources. Further details of the budgets are included in the same appendix.

- 4.3 Under the Council's constitution bad debt write offs of over £3,000 need to be reported to the Executive twice yearly. For the period April 2013 to September 2013 there are write offs of £932,124.33 including 63 write offs totalling £782,281.25 for Non Domestic Rates and 12 sundry debt write offs for £149,843.08.

## **5.0 Financial implications**

These are set out in the attached Performance and Finance Review quarter 2 appendix.

## **6.0 Legal implications**

The capital programme is agreed by Full Council as part of the annual budget process. Changes to or departures from the budget during the year (other than those by Full Council) can only be agreed in accordance with the Scheme of Transfers and Virements contained in the Council's Constitution. Any decisions the Executive wishes to take and any changes in policy which are not in accordance with the budget and are not covered by the Scheme of Transfers and Virements will need to be referred to Full Council.

The Chief Finance Officer is satisfied that the criteria in the scheme are satisfied in respect of virements and spending proposals in this report.

## **7.0 Diversity implications**

This report has been subject to screening by officers and there are no direct diversity implications.

## **8.0 Contact officers**

Ben Spinks (Assistant Chief Executive) Brent Civic Centre, Engineers Way, Wembley Middlesex, HA9 0FJ 020 8937 1030

Conrad Hall (Chief Finance Officer) Brent Civic Centre, Engineers Way, Wembley, Middlesex, HA9 0FJ 020 8937 6529.

BEN SPINKS  
Assistant Chief Executive

CONRAD HALL  
Chief Finance Officer



**Brent**

**Performance & Finance  
Review**

# **Performance Report 2013-14 Quarter 2**

This report is designed to supplement the covering Performance & Finance Review report. It summarizes the Council's key performance indicators for the current reporting period.





**Produced by: Strategy, Partnerships & Improvement and  
Finance & Corporate Services**

# How to interpret this report





This report is designed to supplement the covering Performance & Finance Review report and includes a much wider suite of performance indicators. It summarizes performance information in relation to the Health & Wellbeing Strategy and other strategies which collectively enable the Council to deliver Brent's Borough Plan.

The indicators contained in this report are those which are considered essential at the current time, given the pressures which the Council faces, and are reported on a quarterly basis. The Council also has a suite of annual performance indicators which are reported on an annual basis.

**Performance information** is assessed using the following "Alert" symbols:










	If performance is below target.
	If performance is below the level of expected performance but is within tolerance of the target.
	If performance is as expected and the target has been met or exceeded.
	If performance cannot be fairly measured against a target because it is difficult to set a target or influence performance due to external factors then the indicator is marked as contextual information only.

**Finance information** is assessed using the following symbols:









	If there is an overspend on the budget of more than £50k or more than 5% of the budget.
	If there is an overspend on the budget of up to £50k or less than 5% of the budget.
	If the budget is underspent or at breakeven. Or additionally, for capital budgets where increased expenditure is matched by an equivalent sum of additional funding. In these cases the capital programme remains in balance and no further action is required.
	If there has been slippage in the Capital Programme with expenditure being re-phased to future years.



The LAPS Benchmark figures– are the national average benchmark figures taken from LAPS for the same quarter the previous year.

# ADULT SOCIAL CARE











Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
ASS NI 150	Adults in contact with secondary mental health services in employment.	9%	7%	8.7%	8%		Bigger is better. Measures the percentage of adults in contact with secondary mental health services in employment.
ASS NI 130	Social Care clients offered self-directed support in the community.	-	-	100%	100%		Cumulative. Bigger is better. Measures the percentage of clients offered self-directed support per 100,000 of population in the community.
ASS NI 132	Mental Health contacts which reach assessment within 4 weeks	54%	-	37%	86%		Cumulative. Bigger is better. Measures the percentage of adult Mental Health assessments completed within 4 weeks.
ASS LPI1	Proportion of clients receiving a service (Homecare and Direct Payments)	83%	-	74%	88%		Bigger is better. Proportion of Customers receiving a community based service as a proportion of all Customers receiving a service.
ASS CA5	Number of Fair Access to Care Service screenings deemed eligible.	3,108	-	1,237	1,600		Cumulative. Smaller is better. Measures the number of eligible fair access to care service screenings.
ASS Local	Domiciliary care Customer numbers	1,184	-	1,228	1,250		Bigger is better. Number of Domiciliary care Customers - Personal Care, Domestic support and Independent Living.
ASS LPI11	Number of customers in residential care who suffer from dementia	308	-	298	350		Latest. Smaller is better. Gives a snapshot of the number of residential care clients who also have dementia.
ASS LPI13	Number of clients in nursing and residential care.	985	-	995	960		Latest. Smaller is better. Gives a snapshot of social care clients in nursing and residential care in the borough.
ASS Local	The reduction of the number of residents in care placements	985	-	995	Contextual Information Only		Measures the number of residential and nursing care








# CHILDREN & FAMILIES

Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
C&F EDC 05	Number of Primary Schools that are judged as good or outstanding by Ofsted	-	-	45 (77%)	50 (85%)		Bigger is better. Measures the number of Primary Schools that are judged as good or outstanding
C&F EDC 06	Number of Secondary Schools that are judged as good or outstanding by Ofsted	-	-	12 (85%)	12 (85%)		Bigger is better. Measures the number of Secondary Schools that are judged as good or outstanding
C&F EDC 07	Number of Primary Schools that are judged as inadequate by Ofsted	-	-	3	0		Smaller is better. Measures the number of Primary Schools that are judged as inadequate
C&F EDC 08	Number of Secondary Schools that are judged as inadequate by Ofsted	-	-	3	0		Smaller is better. Measures the number of Secondary Schools that are judged as inadequate
C&F NI 148	Percentage of care leavers in employment, education or training	63%	62.8%	57.7%	70%		Bigger is better. Measures the percentage of care leavers who are in Education, Employment or Training.
C&F NI 062	Stability of placements for looked after children (LACs): 3 or more placement moves.	15%	-	7%	13%		Cumulative: Smaller is better. Measures the rate of looked after children (as part of Brent LAC total) who have had 3 or more different placements.
C&F CSC MT 66	Number of LACs placed with in-house (Brent) foster carers.	125	-	125	130		Bigger is better. Measures the number of looked after children placed with local foster carers in Brent.
C&F CSC MT 65	Number of LACs placed with Independent Fostering Agencies.	90	-	97	88		Smaller is better. Measures the number of looked after children placed with independent fostering agencies.











Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
CSC ADOPT 07	Average time between a child entering care and moving in with its adoptive foster family, for children who have been adopted (days)	565	-	440	530 (Annual)		Smaller is better. Average time between a child entering care and moving in with its foster family, for children who have been adopted by their foster parents (days)
SC TF 11	Number of 'troubled families' where Payment by Results (PbR) outcomes have been achieved	-	-	144	For 3 year period (2012-15) – 50% of 810 as target		Bigger is better. Number of 'troubled families' where outcomes have been achieved and a claim has been made. Outcomes refer to employment (adults), crime and ASB (adults and children) and education (children).



# ENVIRONMENT & NEIGHBOURHOODS

Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
EN LIB07	Number of library visits per 1000 population	4,814	2,532	2,415	1,412		Cumulative. Bigger is better. Measures the number of visits to Brent libraries.
EN LIB08	Active library users (as a % of population)	20.3%	-	20.31	22.00		Bigger is better. Measures the proportion of people to borrow books from the libraries.
EN LIB11	Number of online and automated phone interactions with the library service	224,025	-	118,400	111,076		Bigger is better. Measures online and automated phone interactions with the library service, including transactional data for online reservations and online renewals.
EN SP10	Total number of sports visits to council sports centres.	1.27m	-	722,478	655,702		Bigger is better. Cumulative. Measures the number of adults to visit sports centres to actively partake in sport.
EN CST	Total number of incidents of burglary	2,799	-	593	545		Cumulative. Smaller is better. Measures the number of residential and non – residential burglaries
EN CST	Total number of incidents of robbery	1,370	-	302	345		Cumulative. Smaller is better. Measures the number of personal and business robberies
EN CST	Total number of incidents of violence with injury	2,294	-	1,178	1,090		Cumulative. Smaller is better. Measures the number incidents of violence with injury
C&F NI 019	Rate of proven re-offending by young offenders in Brent.	37%	4.2%	19%	37%		Smaller is better. Measures the percentage of young offenders who go on to re-offend.
EN NI 192	Percentage of household waste sent for re-use, recycling and composting	42.4%	35.8%	42.29%	52%		Bigger is better. Measures the percentage of household waste which arises and is sent by the Authority for reuse, recycling, composting or treatment by anaerobic digestion
EN NI 191	Residual household waste	116.83	280.4	249.08	178		Smaller is better. Measures the number of kilograms of household waste collected, that is not sent for reuse, recycling, or is not composted or anaerobic digestion per head of population

Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
EN NI 195a	Percentage of Streets Below Standard for Litter	12.5%	-	13.65%	12%		Smaller is better. Measures the percentage of streets below standard for litter. The Borough is inspected every 4 months with all land classes being included in the sample in each survey period.
EN EP RW 05	Tonnes of waste sent to landfill.	67,560	-	33,807	27,367		Smaller is better. Measures the volume of waste sent to landfill sites.
EN EP SS 03	Number of small reported flytips	2,203	-	932	1,130		Latest. Smaller is better. Measures the number of small fly tipping incidents reported
EN EP SS 04	Number of large reported flytips	4,591	-	2,371	2,150		Latest. Smaller is better. Measures the number of large fly tipping incidents reported
EN EP SS 05	Flytipping Enforcement: No of Inspections and Investigations	1,560	-	7,177	2,000		Latest. Bigger is better. Measures the number of inspections and investigations relating to fly tipping incidents
EN EP SS 06	Flytipping Enforcement: No of Enforcement Actions Taken	219	-	348	200		Latest. Bigger is better. Measures the number of enforcement actions taken relating to fly tipping incidents
EN NI 184	Food premises broadly compliant	84%	-	82.36%	85%		Bigger is better. Measures the percentage of food establishments within Brent which are broadly compliant with food law.

# REGENERATION & GROWTH

Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
R&G NI 157a	Percentage of major Planning applications processed within 13 weeks.	41%	58.4%	66.67%	70%		Bigger is better. Measures the efficiency of the Planning applications process.
R&G NI 157b	Percentage of minor Planning applications processed within 8 weeks.	67%	65.7%	64.84%	80%		Bigger is better. Measures the efficiency of the Planning applications process.
R&G NI 157c	Percentage of other Planning applications processed within 8 weeks.	81%	77.8%	78.60%	90%		Bigger is better. Measures the efficiency of the Planning applications process.
R&G HE 16	Percentage of empty commercial properties in the borough	12.64%	-	11.8%	Contextual Information only		A snapshot of the level of empty commercial properties in the borough expressed as a percentage.
R&G HE 02	Percentage of working age residents in employment	65.9%	-	62.1%	Contextual Information only		Measures the percentage of eligible age residents who are currently employed.
R&G HE 15	Proportion of residents with no qualifications	1.9%	-	-2.6%	Contextual Information only		Highlights the difference between the proportion of working age residents in Brent with no formal qualifications against the rest of London
R&G BHP02	Percentage of repairs completed on first visit	97.25%	-	97.78%	95.00%		Bigger is better. Measures the efficiency of the Housing Repairs system.
R&G NI154	Net additional homes provided	1,065	-	-	-		Reported Annually. Bigger is better. Measures the number of annual additional homes provided.
R&G NI156	Number of households living in Temporary Accommodation.	3,249	1,129	3,410	3,435		Cumulative. Smaller is better. Measures the number of households in temporary accommodation provided under Homelessness legislation.
R&G BV009D	Council Tax collection rates.	95.9%	56.4%	30.63%	30.03%		Cumulative. Percentage. Measures Council Tax collected as an amount against the net debit raised at the start of the financial year.

Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
R&G NI 181	Time taken to process all new Benefit claims.	8.47	27.4	10	8.50		Measures the average number of days taken to process all new Housing Benefit/Council Tax Benefit claims and change events.
R&G Local	Average number of working days lost due to sickness absence.	0.85	6.9	1.02	2		Measures the average number of days lost across the Council due to sickness absence.









# COMPLAINTS

Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
Complaints: Assistant Chief Executive							
CMP 01	Total number of Local Resolution complaints received (stage 1).		-	0	Contextual Information only	●	Cumulative. Measures the total number of complaints received at Local Resolution stage (stage 1)
CMP 02	Total number of complaints escalated to Final Review (stage 2)		-	0	Contextual Information only	●	Cumulative. Measures the number of Local Resolution (stage 1) complaints escalated to Final Review stage (stage 2)
Complaints: Chief Finance Officer							
CMP 01	Total number of Local Resolution complaints received (stage 1).		-	79	Contextual Information only	●	Cumulative. Measures the total number of complaints received at Local Resolution stage (stage 1)
CMP 02	Total number of complaints escalated to Final Review (stage 2)		-	6	Contextual Information only	●	Cumulative. Measures the number of Local Resolution (stage 1) complaints escalated to Final Review stage (stage 2)
Complaints: Governance and Corporate Services							
CMP 01	Total number of Local Resolution complaints received (stage 1).		-	0	Contextual Information only	●	Cumulative. Measures the total number of complaints received at Local Resolution stage (stage 1)
CMP 02	Total number of complaints escalated to Final Review (stage 2)		-	0	Contextual Information only	●	Cumulative. Measures the number of Local Resolution (stage 1) complaints escalated to Final Review stage (stage 2)
Complaints: Adult Social Care							
CMP 01	Total number of Local Resolution complaints received (stage 1).		-	1	Contextual Information only	●	Cumulative. Measures the total number of complaints received at Local Resolution stage (stage 1)
CMP 02	Total number of complaints escalated to Final Review (stage 2)		-	0	Contextual Information only	●	Cumulative. Measures the number of Local Resolution (stage 1) complaints escalated to Final Review stage (stage 2)

Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
Complaints: Childrens Social Care							
CMP 01	Total number of Local Resolution complaints received (stage 1).		-	28	Contextual Information only	●	Cumulative. Measures the total number of complaints received at Local Resolution stage (stage 1)
CMP 02	Total number of complaints escalated to Final Review (stage 2)		-	0	Contextual Information only	●	Cumulative. Measures the number of Local Resolution (stage 1) complaints escalated to Final Review stage (stage 2)
Complaints: Early Help and Education							
CMP 01	Total number of Local Resolution complaints received (stage 1).		-	12	Contextual Information only	●	Cumulative. Measures the total number of complaints received at Local Resolution stage (stage 1)
CMP 02	Total number of complaints escalated to Final Review (stage 2)		-	0	Contextual Information only	●	Cumulative. Measures the number of Local Resolution (stage 1) complaints escalated to Final Review stage (stage 2)
Complaints: Environment and Neighbourhoods							
CMP 01	Total number of Local Resolution complaints received (stage 1).		-	342	Contextual Information only	●	Cumulative. Measures the total number of complaints received at Local Resolution stage (stage 1)
CMP 02	Total number of complaints escalated to Final Review (stage 2)		-	12	Contextual Information only	●	Cumulative. Measures the number of Local Resolution (stage 1) complaints escalated to Final Review stage (stage 2)
Complaints: Regeneration and Growth							
CMP 01	Total number of Local Resolution complaints received (stage 1).		-	336	Contextual Information only	●	Cumulative. Measures the total number of complaints received at Local Resolution stage (stage 1)
CMP 02	Total number of complaints escalated to Final Review (stage 2)		-	21	Contextual Information only	●	Cumulative. Measures the number of Local Resolution (stage 1) complaints escalated to Final Review stage (stage 2)

Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q1 (Brent)	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
Complaints: Brent Housing Partnership							
CMP 01	Total number of Local Resolution complaints received (stage 1).		-	236	Contextual Information only	●	Cumulative. Measures the total number of complaints received at Local Resolution stage (stage 1)
CMP 02	Total number of complaints escalated to Final Review (stage 2)		-	8	Contextual Information only	●	Cumulative. Measures the number of Local Resolution (stage 1) complaints escalated to Final Review stage (stage 2)

# One Council Programme Quarterly Snapshot Position

PROJECT NAME	PROJECT SPONSOR	PROJECT STAGE	RAG STATUS
<b>Projects in Delivery and Reporting into the OC Programme (8)</b>			
1. Brent One Oracle (formerly called Project Athena: E-business suite)	Andy Donald	Delivery	
2. Streamlining Management & Corporate Services	Christine Gilbert	Delivery	
3. Alternative Education Behaviour & Attendance	Sara Williams	Delivery	
4. Parking Enforcement Review	Michael Read	Delivery	
5. Managing the Public Realm	Jenny Isaac	Delivery	
6. Improving Waste Management	Jenny Isaac	Delivery	
7. Supporting People Phase 1	Steven Forbes	Delivery	
8. ASC Mental Health Review	Phil Porter	Delivery	
<b>Other Projects (not reporting directly into the OC Programme) (6)</b>			
1. Realigning Corporate and Business Support	Fiona Ledden	Delivery – PSR not required	N/a
2. Review of Employee Benefits	Fiona Ledden	Awaiting closure	N/a
3. Civic Centre (including Move to the Civic Centre)	Andy Donald	Awaiting closure	N/a
4. Services for Young People (Phase 1)	Cathy Tyson	Awaiting closure	N/a
5. Special Educational Needs (SEN) Review: Phase 2	Sara Williams	Awaiting closure	N/a
6. Review of School Improvement Service	Sara Williams	Awaiting closure	N/a
<b>Planned Projects (at the pre-Delivery stage) (1)</b>			
1. Working with Families Phase3	Fiona Ledden	Pre-delivery	N/a
<b>Completed Projects (25)</b>			
1. Finance Modernisation Project	Clive Heaphy	Closed	N/a - closed
2. Income Maximisation	Clive Heaphy	Closed	N/a - closed
3. Staffing & Structure Review Wave 1	Gareth Daniel	Closed	N/a - closed
4. Staffing & Structure Review Wave 2	Gareth Daniel	Closed	N/a - closed
5. Temporary Labour Project	Fiona Ledden	Closed	N/a - closed
6. Strategic Procurement Review	Fiona Ledden	Closed	N/a - closed
7. Future Customer Service	Toni McConville	Closed	N/a - closed
8. Procurement (Training and Practice / E-Procurement / Additional Operational Savings from Procurement Activities)	Fiona Ledden	Closed	N/a - closed
9. Web Enhancement	Toni McConville	Closed	N/a - closed
10. Digital Post Room	Margaret Read	Closed	N/a - closed
11. Customer & Visitor Management (CC Operations)	Margaret Read	Closed	N/a - closed
12. Transitions into Adult Life	Alison Elliott	Closed	N/a - closed
13. SEN Review Phase 1	Krutika Pau	Closed	N/a - closed
14. Children's Social Care Transformation	Krutika Pau	Closed	N/a - closed

PROJECT NAME	PROJECT SPONSOR	PROJECT STAGE	RAG STATUS
15. Children with Disabilities	Graham Genoni	Closed	N/a - closed
16. Waste & Street Cleansing Review	Sue Harper	Closed	N/a - closed
17. Libraries Transformation	Jenny Isaac	Closed	N/a - closed
18. Highways	Jenny Isaac	Closed	N/a - closed
19. Adult Social Care: Customer Journey	Alison Elliott	Closed	N/a - closed
20. Adult Social Care Commissioning	Alison Elliott	Closed	N/a - closed
21. Adult Social Care - Direct Services (Learning Disabilities)	Alison Elliott	Closed	N/a - closed
22. Housing Needs Transformation	Andy Donald	Closed	N/a - closed
23. Working with Families Phase1	Phil Newby	Closed	N/a - closed
24. Developing a Model for Public Health in Brent	Phil Newby	Closed	N/a - closed
25. Working with Families Phase 2	Fiona Ledden	Closed	N/a - closed

**PMO Note** – Snapshot taken from OC Programme Delivery Board – 26/09/13
















**Performance and Finance Review**




# **Finance Report**

# SUMMARY

Overall Summary							
		Original Budget £m	Latest Budget £m	Forecast £m	Variance £m	Alert	
Departmental Budgets							
	Adult Social Services	109.0	108.7	109.0	0.3		
	Children and Families	44.2	43.8	44.5	0.7		
	Environment and Neighbourhood Services	36.1	35.5	35.5	0		
	Regeneration & Major Projects	30.5	30.2	28.5	(1.7)		
	Finance & Corporate Services & Central Services	41.6	42.8	42.8	0		
	Transfer to Reserves	0	0	1.5	1.5		
	<b>Total</b>	<b>261.4</b>	<b>261.0</b>	<b>261.8</b>	<b>0.8</b>		
Central Items							
	Capital Financing and Other Charges	25.0	25.0	25.0	0		
	Levies	3.4	3.4	3.3	(0.1)		
	Premature Retirement Compensation	5.2	5.2	5.2	0		
	Insurance Fund	1.5	1.5	1.5	0		
	Centrally Held Cost Pressures	0.2	0.2	0.2	0		
	Transformation Enabling Fund	2.5	2.5	2.5	0		
	One Council Programme	(0.5)	0	0	0		
	South Kilburn Development	0.9	0.9	0.9	0		
	Affordable Housing PFI	0.1	0	0	0		
	Carbon Tax	0.1	0.1	0.2	0.1		
	Redundancy & Restructuring Costs	2.6	2.6	2.6	0		
	Inflation Provision	3.5	3.5	3.5	0		
	Government Grants	(22.9)	(22.9)	(23.8)	(0.9)		
	Other Items	1.5	1.5	1.5	0		
	<b>Total central items</b>	<b>23.1</b>	<b>23.5</b>	<b>22.6</b>	<b>(0.9)</b>		
	Movement in Reserves	(0.2)	(0.2)	(0.2)	0		
	Contribution to/(from) balances	0	0	0.1	0.1		
	<b>Total Budget Requirement</b>	<b>284.3</b>	<b>284.3</b>	<b>284.3</b>	<b>0</b>		
	Balances Carried Forward 1 <sup>st</sup> April 2013	12.0	12.0	12.0	0		
	Contribution from balances	0	0	0.1	0.1		
	<b>Total Balances for 31<sup>st</sup> March 2014</b>	<b>12.0</b>	<b>12.0</b>	<b>12.1</b>	<b>0.1</b>		

# ADULT SOCIAL SERVICES

Budget: GENERAL FUND					
Adult Social Services					
Unit	2012/13 Out-turn £m	2013/14 Budget £m	2013/14 Forecast £m	2013/14 (Under)/Over Spend £m	Alert
<b>Welfare Payments</b>	<b>15.1</b>	<b>15.4</b>	<b>15.4</b>	<b>0</b>	
<b>Social Care</b>					
Transitions	6.8	6.2	6.2	0	
Adults with Learning Disabilities	15.2	15.4	15.6	0.2	
Adults with Physical Disabilities	7.2	6.4	6.2	(0.2)	
Adults with Mental Illness	6.9	6.9	7.6	0.7	
Older People	21.4	22.5	22.2	(0.3)	
Reablement	2.8	2.8	2.8	0	
Support Planning	2.6	2.6	2.6	0	
Direct Services	5.5	5.5	5.5	0	
Client Affairs & Safeguarding	1.2	1.4	1.4	0	
Grants	1.3	1.0	0.9	(0.1)	
Public Health	0.0	17.4	17.4	0	
<b>Total Social Care</b>	<b>70.9</b>	<b>103.7</b>	<b>104.0</b>	<b>0.3</b>	
<b>Directorate</b>	<b>4.9</b>	<b>5.0</b>	<b>5.0</b>	<b>0</b>	
<b>Total</b>	<b>90.9</b>	<b>108.7</b>	<b>109.0</b>	<b>0.3</b>	

Budget: CAPITAL					
Unit	2012/13 Out-turn £m	2013/14 Budget £m	2013/14 Forecast £m	2013/14 (Under)/Over Spend £m	Alert
Adults: Individual schemes	0.4	0.1	0.1	0	
Supported Living to Extra Care	0	1.8	1.8	0	
<b>Total</b>	<b>0.4</b>	<b>1.9</b>	<b>1.9</b>	<b>0</b>	

## Key Financial Risks

### Adult Social Services Revenue

The quarter 2 forecast is an overspend of £0.3m this is a reduction of £0.1m from the quarter 1 overspend of £0.4m. The main factor is the £0.7m overspend within Mental Health Residential Care and supported living costs. An efficiency programme has been agreed to reduce the overspend and is being monitored on a monthly basis to review progress. A number of one off savings have helped to reduce the overspend.






### Adult Social Services Capital

All schemes are forecast to be within budget. £1.2m has been re-phased from unspent 2012-13 budgets.



## CHILDREN & FAMILIES

### Budget: GENERAL FUND

#### Children and Families

Unit	2012/13 Out-turn £m	2013/14 Budget £m	2013/14 Forecast £m	2013/14 (Under)/Over Spend £m	Alert
Early Help & Education	47.5	52.2	51.9	0.7	
Social Care	35.4	32.4	32.4	0	
Central Support & Other	1.4	3.1	3.1	0	
Schools and Dedicated School Grants	(34.2)	(43.9)	(43.9)	0	
<b>Total</b>	<b>50.2</b>	<b>43.8</b>	<b>44.5</b>	<b>0.7</b>	

### Budget: CAPITAL

Unit	2012/13 Out-turn £m	2013/14 Budget £m	2013/14 Forecast £m	2013/14 (Under)/Over Spend £m	Alert
Increasing PVI nursery provision for two year olds	0	0.9	0.9	0	
<b>Total</b>	<b>0.4</b>	<b>0.9</b>	<b>0.9</b>	<b>0</b>	

## Key Financial Risks

### Children and Families Revenue





Children & Families is forecasting an overspend of £0.7m for quarter 2 an increase of £0.5m from £0.2m forecast last quarter. The main pressure is a forecast overspend of £0.8m in the SEN transport budget where targets have not been met over the last couple of years due to problems with the WLA transport hub. The service is now implementing the new eligibility policy where it is projected savings will start to fall out over the coming months. The effect of the savings will hit in 2014/15

The schools budget is now forecasting an overspend of £0.7m, compared to an underspend of £0.1m for quarter 1. This change is mainly due to redundancy costs resulting from the recovery plan at Copland School which will help to bring the budget back in line. There continues to be pressures on the Pupil Parent Services mainly due to a £1m overspend on pupils without places and it is likely there will be continued pressures on this budget with the new September 2013 intake of pupils. This has been offset by the anticipated savings from the review of the Alternative Education Services.










### Children and Families Capital

Capital schemes are forecast to be within budget. £0.9m has been re-phased from unspent 2012-13 budgets.

## ENVIRONMENT AND NEIGHBOURHOOD SERVICES

Budget: GENERAL FUND					
Environment and Neighbourhood Services					
Unit	2012/13 Out-turn £m	2013/14 Budget £m	2013/14 Forecast £m	2013/14 (Under)/Over Spend £m	Alert
Directorate	0.8	0.8	0.8	0	
Neighbourhood Services	8.8	9.1	9.1	0	
Environment & Protection	24.9	25.6	25.6	0	
<b>Total</b>	<b>34.5</b>	<b>35.5</b>	<b>35.5</b>	<b>0</b>	

## Budget: CAPITAL

Unit	2012/13 Out-turn £m	2013/14 Budget £m	2013/14 Forecast £m	2013/14 (Under)/Over Spend £m	Alert
TfL grant funded schemes	4.4	4.5	4.5	0	
Civic Centre CCTV	0.3	0.3	0.3	0	
Leisure & Sports schemes	0.9	2.4	2.4	0	
Environmental Initiative schemes	0	0.1	0.1	0	
Public Realm	4.4	0	0	0	
Highways schemes	3.1	4.7	4.7	0	
Parks & Cemeteries schemes	0.8	0.3	0.3	0	
Libraries Schemes	0	0.1	0.1	0	
<b>Total Environment &amp; Neighbourhoods Capital Programme</b>	<b>13.9</b>	<b>12.3</b>	<b>12.3</b>	<b>0</b>	

### Key Financial Risks








#### Environment and Neighbourhood Services Revenue





Environment and neighbourhood Services is forecasting in quarter 2 a small underspend an improvement of £0.1m on the overspend of £0.1m reported in quarter 1. The main factor in this is an improvement in the position on the waste and recycling budget with a reduction in the forecast waste tonnages and the factoring in of income from the recyclates contract. The introduction of the new parking contract in July has resulted in transitional problems which have led to a temporary reduction in the number of PCNs issued and reduced income collection rates. Measures have been put in place to offset these shortfalls. This overspend is currently offset by underspends in Transport Services, Safer Streets and Business and Consumer Protection.





#### Environment and Neighbourhood Services Capital



All schemes are forecast to be within budget. £2.0m has been re-phased from unspent 2012-13 budgets.






# REGENERATION & MAJOR PROJECTS

Budget: GENERAL FUND					
Unit	2012/13 Out-turn £m	2013/14 Budget £m	2013/14 Forecast £m	2013/14 (Under)/Over Spend £m	Alert
Property & Asset Management	8.8	6.8	6.8	0	
Directorate & Business Support	0.6	0.6	0.6	0	
Planning & Regeneration	1.1	2.2	2.2	0	
Non Housing PFI & Social Care	0	1.1	1.1	0	
Civic Centre & Major Projects	1.8	0	0	0	
Housing	18.4	19.4	17.7	(1.7)	
<b>Total Regeneration and Major Projects</b>	<b>30.8</b>	<b>30.2</b>	<b>28.5</b>	<b>(1.7)</b>	

Budget: CAPITAL					
Housing	2012/13 Out-turn £m	2013/14 Budget £m	2013/14 Forecast £m	2013/14 (Under)/Over Spend £m	Alert
PSRSG & DFG Council	4.8	7.9	7.9	0	
Housing: Individual schemes	0.4	2.3	2.3	0	
<b>Total Housing Capital Programme</b>	<b>5.2</b>	<b>10.2</b>	<b>10.2</b>	<b>0</b>	
<b>Total Housing Revenue Account Capital Programme</b>	<b>10.9</b>	<b>21.0</b>	<b>21.0</b>	<b>0</b>	

Budget: CAPITAL					
Regeneration & Major Projects	2012/13 Out-turn £m	2013/14 Budget £m	2013/14 Forecast £m	2013/14 (Under)/Over Spend £m	Alert
Civic Centre	48.5	9.0	9.0	0	
Children & Families	36.5	71.8	71.8	0	
Property	0	2.3	2.3	0	
Strategy, Partnership and	16.6	24.6	24.6	0	

Improvement					
S106 & CIL Works	2.5	5.5	5.5	0	
<b>Total Regeneration and Major Projects Capital Programme</b>	<b>104.1</b>	<b>113.2</b>	<b>113.2</b>	<b>0</b>	

Budget					
Housing Revenue Account (HRA)	2012/13 Out-turn £m	2013/14 Budget £m	2013/14 Forecast £m	2013/14 (Under)/Over Spend £m	Alert
Income	(53.9)	(56.0)	(56.0)	0	
Expenditure	53.6	57.6	57.6	0	
<b>Total</b>	<b>(0.3)</b>	<b>1.6</b>	<b>1.6</b>	<b>0</b>	
Balances Brought Forward	(2.3)	(2.0)	(2.6)	0	
Surplus Carried Forward	(2.6)	(0.4)	(1.0)	0	

Key Financial Risks
<p><b><u>Regeneration and Major Projects Revenue</u></b></p> <p>Regeneration and Major Projects are forecasting an underspend of £1.7m in quarter2 an improvement of £0.2m from the quarter 1 underspend of £1.5m. The improvement is due to a saving following a review of the supporting people contracts.</p> <p>As part of the 2013/14 budget process additional resources of £2.4m were provided to reflect changes in the housing benefit subsidy for temporary accommodation coming into force during 2013. These are in addition to changes resulting from the introduction of the Local Housing Allowance caps.</p> <p>The impact of the Local Housing Allowance caps in 2012/13 was not as great as originally anticipated either at the start of the year or at the time of budget setting for 2013/14. Consequently this allowed Temporary Accommodation to deliver a greater underspend at the end of the year and to allocate more monies to reserves to meet pressures in 2013/14. The effects of this underspend have rolled into 2013/14 budget.</p> <p>In addition 2013/14 forecasts have taken into consideration a revised go live date of 12 August 2013 for the Overall Benefit Cap and proposals to reduce the Temporary Accommodation budget by 30% over the next four years. The forecast for the Temporary Accommodation Budget for 2013-14 has been reduced by the £1.5m to reflect this. It is proposed that this underspend is transferred to an earmarked reserve at the end of the year to fund future pressures on the Temporary Accommodation Budget. This underspending will be monitored as part of the budget monitoring process in 2013-14 and beyond.</p>

## Key Financial Risks

### **Housing Revenue Account (HRA) Revenue**

As with quarter 1 the HRA is forecast to be in line with budget though within this there are a number of variances. There continue to be pressures on the rental income budget due to the on-going decanting of dwellings at South Kilburn and Braham Park. These are being met by a forecast £0.3m underspend on impairments as rent arrears are anticipated to be lower than expected. The general management budget is also forecast to underspend by (£0.4m). This is mainly due to the review of the Water Rates Bill and it is expected to yield a refund of £0.2m from Thames Water with the additional £0.2m from other HRA operational budgets. The £0.4m overspend on the insurance budget resulting mainly from the impact of under provision for outstanding insurance claims when the 12/13 HRA Account was closed in March 13 is offset by additional capitalisation of revenue repairs spend in the repairs and maintenance budget.

### **Regeneration and Major Projects Capital**

All schemes are forecast to be within budget. £41.6m has been re-phased from unspent 2012-13 budgets. Dollis Hill House is forecast to underspend by £0.1m and there is a virement proposed to reduce the budget to reflect this.







### **Housing General Fund Capital**




All schemes are forecast to be within budget.

### **Housing Revenue Account (HRA) Capital**

Rephasing from 12-13 for the HRA is £4.3m. All schemes are forecast to be within budget

# CENTRAL SERVICES

Budget: GENERAL FUND					
Central Services					
Unit	2012/13 Out-turn £m	2013/14 Budget £m	2013/14 Forecast £m	2013/14 (Under)/Over Spend £m	Alert
Chief Executive's Office	0.4	0.3	0.3	0	
Customer & Community Engagement	3.8	3.1	3.1	0	
Legal and Procurement	5.3	10.1	10.1	0	
Finance & Corporate Services	20.4	23.4	23.4	0	
Strategy, Partnerships and Improvement	5.0	5.9	5.9	0	
<b>Total</b>	<b>34.9</b>	<b>42.8</b>	<b>42.8</b>	<b>0</b>	

Budget: CAPITAL					
Unit	2012/13 Out-turn £m	2013/14 Budget £m	2013/14 Forecast £m	2013/14 (Under)/Over Spend £m	Alert
ICT schemes	2.5	0.9	1.4	0.5	
Central Items	1.6	0.8	0.8	0	
<b>Total Corporate Capital Programme</b>	<b>4.1</b>	<b>1.7</b>	<b>2.2</b>	<b>0.5</b>	

Key Financial Risks
<p><b><u>Central Services Revenue</u></b></p> <p>There is currently a breakeven forecast for central services. The main issues include:</p> <ul style="list-style-type: none"> <li>Various departments are currently been reviewed and restructured and there will be a clearer idea of the forecast once this has been complete.</li> </ul> <p><b><u>Central Services Capital</u></b></p> <p>An overspend of £0.5m has been identified within ICT schemes. Action will be taken to reduce the impact of this through limiting these costs and looking for alternative funding sources.</p>

# BUDGET VIREMENTS

The first table to this report reflects the impact on the quarter 1 position of the Council restructure. The second table shows the quarter 2 virement proposals under the old structure and will be shown in the new structure in the quarter 3 report.

## Revenue Virements following the Council Restructure 2013/14

	Adults	Children & Young People	Environment & Neighbourhoods	Regeneration & Growth	Corporate Directorates	Central Items
	£000,	£000,	£000,	£000,	£000,	£000,
Quarter 1 Position						
Chief Executive					322	
Strategy, Performance & Improvement					5,892	
Customer & Community Engagement					3,142	
Legal & Procurement					10,041	
Finance & Corporate Services					23,372	
Adult Social Care	108,748					
Children & Families		43,781				
Environment & Neighbourhoods			35,495			
Regeneration & Major Projects				30,231		
Central Items						23,273
Public Health	(16,987)				16,987	
Integrated Community Safety			919		(919)	
Registration & Nationality			75		(75)	
Customer Services				7,670	(7,670)	
BACES		1,048		(1,048)		
<b>Total</b>	<b>91,761</b>	<b>44,829</b>	<b>36,489</b>	<b>36,853</b>	<b>51,092</b>	<b>23,273</b>

The above adjustments reflect the revised quarter 1 budget position following the council restructure as agreed at general purposes committee on 7 November 2013.

## Revenue Virement Schedule 2013/14 – Quarter 2

	Adult Social Services £000,	Children & Families £000,	Environment & Neighbourhood Services £000,	Regeneration & Major Projects £000,	Central Services £000,	Finance & Corporate Services £000,	Central Items £000,
Pay Award	172	308	168	117	135	194	(1,094)
Civic Centre – Training Centre						(154)	154
Public Health	(734)	665	69				
Oyster Cards	(4)	(7)	(4)	(3)	22	(4)	
Insurance	(54)	(154)	(111)	(295)	(25)	(51)	690
Retained Estate – New Builds	(231)			218			13
<b>Total</b>	<b>(851)</b>	<b>812</b>	<b>122</b>	<b>37</b>	<b>132</b>	<b>(15)</b>	<b>(237)</b>

1. The monies for the 1% pay award were held centrally and following the confirmation of the award in August these monies are being distributed across service areas.
2. The transfer of savings from the move of the training centre to the Civic Centre.
3. Monies allocated as part of the Public Health grant are being aligned to the relevant services that will spend the monies.
4. The Oyster cards budget is being centralised within the Business Support section.
5. As part of move to the Civic Centre the budgets for building and contents insurance are being centralised.
6. Transfer of the property costs of John Billam and the New Millennium Day Centre.
7. These quarter 2 virements will be reflected in the new organisational structure once the new oracle system is live.

## Revenue Virements following the Council Restructure 2013/14

	Adults	Children & Young People	Environment & Neighbourhoods	Regeneration & Growth	Corporate Directorates	Central Items
	£000,	£000,	£000,	£000,	£000,	£000,
Quarter 1 Position						
Chief Executive					322	
Strategy, Performance & Improvement					5,892	
Customer & Community Engagement					3,142	
Legal & Procurement					10,041	
Finance & Corporate Services					23,372	
Adult Social Care	108,748					
Children & Families		43,781				
Environment & Neighbourhoods			35,495			
Regeneration & Major Projects				30,231		
Central Items						23,273
Public Health	(16,987)				16,987	
Integrated Community Safety			919		(919)	
Registration & Nationality			75		(75)	
Customer Services				7,670	(7,670)	
BACES		1,048		(1,048)		
<b>Total</b>	<b>91,761</b>	<b>44,829</b>	<b>36,489</b>	<b>36,853</b>	<b>51,092</b>	<b>23,273</b>

The above adjustments reflect the revised quarter 1 budget position following the council restructure as agreed at general purposes committee on 7 November 2013.

## Capital Virement and Adjustment Schedule 2013/14

Service Area	Unit	Programme	Change in budget (£000s)
Adult Social Services (1)	Adults: Individual schemes	Campus Reprovision Programme	(450)
Adult Social Services (1)	Supported Living to Extra Care	Supported Living to Extra Care	450
Environment, and Neighbourhood Services (2)	Environmental Initiative schemes	Air Quality Works	60
Environment, and Neighbourhood Services (3)	Leisure & Sports schemes	Delivering the Sports Strategy	77
Environment, and Neighbourhood Services (4)	Leisure & Sports schemes	Delivering the Sports Strategy	40
Environment, and Neighbourhood Services(4)	Leisure & Sports schemes	Delivering the Sports Strategy	210
Environment, and Neighbourhood Services (6)	Leisure & Sports schemes	Vale Farm Improvements	1,145
Finance and Corporate Services (7)	IT	Combined Property and ICT Initiatives	(400)
Finance and Corporate Services (7)	IT	ICT Initiatives	400
Finance and Corporate Services (8)	IT	ICT Initiatives	458
Finance and Corporate Services (9)	Central	Carbon Reduction Measures	(233)
Regeneration and Major Projects (10)	Housing: Individual schemes	Additional Affordable Housing	640
Regeneration and Major Projects (11)	Housing: Individual schemes	Private Sector Renewal Support Grant and Disabled Facilities Grant	5
Regeneration and Major Projects (12)	Children & Families	Woodfield School Expansion	(200)
Regeneration and Major Projects (13)	Children & Families	Ashley Gardens Early Learning Centre	300
Regeneration and Major Projects (14)	Property	Asset Management Plan	(3)
Regeneration and Major Projects (9)	Property	Carbon Reduction Measures	233
Regeneration and Major Projects (15)	Property	Dollis Hill House	(89)
Regeneration and Major Projects (16)	Strategy, Partnership and Improvement	South Kilburn Regeneration Project	3,419
Regeneration and Major Projects (13)	Strategy, Partnership and Improvement	Willesden High Street Shop Fronts Improvement	3
Regeneration and Major Projects (17)	Housing Revenue Account	Disabled Facilities Works (on council properties)	141
Regeneration and Major Projects (17)	Housing Revenue Account	Major repairs of council properties	(141)
<b>Total</b>			<b>6,065</b>

### Notes

1. Transfer of remaining funds from Campus Reprovision Programme to Supported Living to Extra Care
2. Inclusion of grant previously outside capital programme

3. Northwick Park pitch improvement project funded by additional grant from the Football Foundation
4. Additional funding from The London Marathon Charitable Trust to construct a Multi Use Games Area in Sherrens Farm Open Space.
5. Inclusion of additional grants received for sports strategy from the NHS, Football Foundation, and Lottery
6. Prudential borrowing approved for Vale Farm Improvements by May Executive
7. Renaming of Combined Property and ICT Initiatives to clarify capital programme
8. IT plan to use £458k of reserves on the telephony project
9. Transfer of Carbon Reduction Measures to RMP to create a single budget for Carbon Reduction Measures
10. Monies from right to buy sales held for Social Housing schemes
11. Ashley Gardens Early Learning Centre to be funded by receipt from sale of Clement Close agreed by Executive in July
12. Additional disabled facilities grant
13. Reduction in Woodfield School Expansion budget to reflect loss of the school contribution from the budget
14. Reduction in Asset Management Plan budget to fund overspend on Willesden High Street Shop Fronts
15. Reduction in council contribution to Dollis Hill House scheme to reflect forecast underspend
16. South Kilburn programme increased by £5,176k to reflect above forecast receipts in 12-13, £3,419k phased to 13-14, and £1,757k phased to 14-15
17. Transfer of £141k from Major repairs of council properties to Disabled Facilities Works (on council properties) within the Housing Revenue Account

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