



Executive

Monday 24 March 2014 at 7.00 pm

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

Membership:

Lead Member Councillors:

Butt (Chair)
Moher (Vice-Chair)
A Choudry
Crane
Denselow
Hirani
Mashari
McLennan
J Moher
Pavey

Portfolio

Leader of the Council
Lead Member for Children and Young People
Chair of Scrutiny Committee
Lead Member for Environment
Lead Member for Stronger Communities
Lead Member for Adults, Health and Well-being
Lead Member for Employment and Skills
Lead Member for Regeneration and Housing
Lead Member for Highways and Transportation
Deputy Leader of the Council

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

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

The press and public are welcome to attend this meeting

Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members.

Item	Page

1	Declarations of personal and prejudicial interests	

Members are invited to declare at this stage of the meeting, any relevant financial or other interest in the items on this agenda.

2	Minutes of the previous meeting	1 - 14

3	Matters arising	

Environment and Neighbourhood Services reports

4	Report on the progress of the administration of the Green Charter	15 - 40

The adopted Green Charter (2012) policy sets out the Council's wide-ranging areas of influence under the sustainability programme, the Council's contribution to increasing the sustainability performance of the organisation and details the support the Council will provide to encourage those who live, work or study in the Borough to contribute to this agenda. The purpose of this report is to update the Executive on progress made against the Green Charter's objectives since last year's update report

Ward Affected:
All Wards

Lead Member: Councillor Mashari
Contact Officer: Sue Harper, Strategic Director
of Environment Neighbourhoods
Tel: 020 8937 5192 sue.harper@brent.gov.uk

Regeneration and Growth reports

5	Brent Local Plan – Development Management Policies	41 - 68

This report presents a draft Development Management Policies document, a proposed set of Minor Alterations to the Core Strategy and proposed changes to the Proposals Map of Brent's Local Plan. Planning Committee considered the report on 19 February and recommends that Executive agree the documents for public consultation starting on 26 May 2014.

Ward Affected:
Barnhill;
Preston;

Lead Member: Councillor Crane
Contact Officer: Ken Hullock, Policy and
Research Team

Stonebridge;
Tokyngton;
Wembley
Central

Tel: 020 8937 5309 ken.hullock@brent.gov.uk

6 School Expansion Programme – revised School Expansion Strategy 69 - 122

The Council's statutory duty to ensure it can offer a school place to every child that applies for one. A draft revised School Expansion Strategy for 2014-2018 has been prepared for consultation. The Strategy identifies the projected shortfall of primary, secondary and SEN places over the coming years and outlines key principles that could be used to address the shortfall as part of a coherent education strategy for Brent.

Ward Affected:
All Wards

Lead Member: Councillor Crane and Pavey
Contact Officer: Cheryl Andani, Property and
Asset Management
Tel: 020 8937 3227 cheryl.andani@brent.gov.uk

7 Universal Infant Free School Meals - allocation and use of capital grant funding 123 - 166

In order to enable schools to meet the minimum requirements by September 2014, this report seeks Executive approval for the development of a costed programme of works to schools to enable the delivery of Universal Infant Free School Meals (UIFSM). The report also requests Delegated Authority to agree the pre-tender considerations and the award of a work contract or contracts to deliver prioritised schemes arising from the programme of works.

Ward Affected:
All Wards

Lead Member: Councillor Crane
Contact Officer: Christine Moore, Property and
Asset Management
Tel: 020 8937 3118
christine.moore@brent.gov.uk

8 Green Deal and Energy Company Obligation - Delivery Partner Contract Award 167 - 180

This report follows the Executive's decision in September 2013 to invite tenders for a single partner to deliver an energy efficiency programme under the Government's Green Deal scheme, with a specific focus on the Energy Company Obligation (ECO), which is designed to tackle fuel poverty, provide affordable warmth and reduce carbon emissions. The report describes the tender process, the bids received and makes a recommendation for award.

Ward Affected:
All Wards

Lead Member: Councillor Crane
Contact Officer: Tony Hirsch, Policy and

9 Cable easement and lease for the construction of an Electricity Sub Station - rear of Tenterden Sports Ground off Preston Road, Harrow 181 - 212

This report relates to the grant of a lease and Cable Easement for land with an area of approximately 10 sq metres located to the rear of Tenterden Sports Ground located off Preston Road, Harrow HA3 0OQ to UK Power Networks (UKPN), for a term of 40 years for the construction of an electricity sub station.

Ward Affected:
Preston

Lead Member: Councillor Crane
Contact Officer: Howard Fertleman, James Young, Property and Asset Management, Property and Asset Management
Tel: 020 8937 1566, Tel: 020 8937 1398
howard.fertleman@brent.gov.uk,
james.young@brent.gov.uk

10 Disposal of 10 Coverdale Road, Cricklewood NW2 213 - 226

This report seeks approval to proceed with the disposal of the Council's freehold interest in the large vacant residential Housing Revenue Account (HRA) dwelling at 10 Coverdale Road, Cricklewood NW2 4BU for a capital receipt, which is to be reinvested into the acquisition of additional medium-sized family homes to improve the alignment between housing need and housing supply.

Ward Affected:
Brondesbury
Park

Lead Member: Councillor Crane
Contact Officer: Sarah Chaudhry, Denish Patel, Head of Strategic Property, Property and Projects
Tel: 020 8937 1705, Tel: 020 8937 2529
sarah.chaudhry@brent.gov.uk,
denish.patel@brent.gov.uk

11 National Non-Domestic Rates – Autumn Statement – Business Rates Relief 227 - 234

The powers to grant local discounts are within section 47 of the Local Government Finance 1988. To award discounts under this provision it needs committee approval of any scheme. This report therefore seeks ratification of the implementation of the government's announcements and in view of the numbers of ratepayers who will be entitled to relief seeks to authorise the Chief Finance Officer to implement these three schemes so that officers can award these discretionary reliefs which satisfy the criteria set by the Department of Communities and Local

Government (DCLG) for these schemes.

Ward Affected:

All Wards

Lead Member: Councillor R Moher

Contact Officer: Richard Vallis, Revenue and Benefits

Tel: 020 8937 1503 richard.vallis@brent.gov.uk

Central Reports

- 12 Authority to invite tenders for advice and guidance services for older people and people with disabilities** 235 - 252

This report follows Executive agreement in July 2013 to proposals for the various advice and guidance arrangements which form part of the Voluntary Sector Initiative Fund. This report requests approval to invite tenders in respect of Advice & Guidance for people with disabilities and older people as required by Contract Standing Orders 88 and 89.

Ward Affected:

All Wards

Lead Member: Councillor Butt

Contact Officer: Joanna McCormick, Partnership co-ordinator

Tel: 020 8937 1608

joanna.mccormick@brent.gov.uk

- 13 Performance and Finance Review - quarter 3, 2013/14** 253 - 288

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: Ben Spinks, Assistant Chief Executive

Tel: 020 8937 6677 ben.spinks@brent.gov.uk

- 14 Report from Task Group Tackling Violence against Women and Girls** 289 - 326

Members of the Health Partnership Overview and Scrutiny Committee (HPOVS) on a number of occasions, expressed an interest in forming a task group to tackle violence against women and girls in Brent; focusing on Female Genital Mutilation (FGM), Honour Based Violence (HBV) and Forced Marriages (FM). The task group was agreed by HPOVS in March 2013 and has used this time to conduct an in-depth review into harmful practices. The task group report is attached as appendix A. The findings of the task group's review is wide reaching, effects many pubic services and has a direct impact on the lives of women, children and young people.

Ward Affected:
All Wards

Contact Officer: Kisi Smith-Charlamagne,
Scrutiny
Tel: 0202 8937 2129 kisi.smith-
charlamagne@brent.gov.uk

Children and Families reports - none

Adult and Social Care reports - none

15 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.

16 Reference of item considered by Call in Overview and Scrutiny Committee - none

17 Exclusion of Press and Public

The following items are not for publication as they relate to the following category of exempt information as specified in the Local Government Act 1972 namely:

Appendices to the following reports referred to above:

- Green Deal and Energy Company Obligation - Delivery Partner Contract Award
- Cable Easement and Lease for the construction of an Electricity Sub Station - rear of Tenterden Sports Ground off Preston Road
- Disposal of 10 Coverdale Road, Cricklewood

Date of the next meeting: Tuesday 22 April 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 17 February 2014 at 7.00 pm

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

Also present: Councillors Adeyeye, Chohan, Colwill, Hashmi and Krupa Sheth

Apologies for absence were received from: Councillor Denselow

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

None made.

2. **Minutes of the previous meeting**

RESOLVED:

that the minutes of the previous meeting held on 13 January 2014 be approved as an accurate record of the meeting.

3. **Matters arising**

None.

4. **Petition - parking permits campaign**

Mr Joel Davidson presented a petition on behalf of residents of Brondesbury Park Ward concerning the decision in September 2012 to introduce cashless parking and to withdraw scratch cards as a payment option. Mr Davidson stated that the replacement on-line and smart phone service continued to cause problems for the some residents in particular the elderly. Mr Davidson rejected the view that everyone who had visitors needed to get familiar with on-line systems and pointed to reports that residents frequently could not get through to the telephone helpline. Mr Davidson cited an example of anxiety an elderly resident, living alone without access to a computer or smart phone, whose visitors were no longer able to purchase parking permits from local shops. He urged the Executive to be more compassionate and reintroduce scratch cards, even via the post, given that parking shops had now closed.

The Chair (Councillor Butt, Leader of the Council) responded that in response to Central Government budget cuts the council was required to make substantial financial savings and drew attention to the £18m of savings required in 2014/15 referred to in the budget report due to be considered later in the evening. He stated that the council was not unusual in introducing on-line transactions and this was

being introduced nationally in many areas including for Benefits and also Freedom Passes.

Councillor J Moher (Lead Member, Highways and Transportation) acknowledged that there had been some problems with the new service when first introduced and the council was working closely with the contractor to resolve them. He reminded Mr Davidson that there had been problems with the scratch card system which been subject to widespread abuse and the council had been forced to move to a more secure system. Arrangements had been introduced to assist vulnerable residents and it was now possible to apply for a visitor household permit that could be displayed on any vehicle and health, emergency and home visitors had already been addressed.

5. 2014/15 Budget and Council Tax

Councillor R Moher (Lead Member, Finance and Corporate Resources, Deputy Leader of the Council) introduced the report from the Chief Finance Officer which set out the detail of the budget proposed for 2014/15 and how it had been developed as well as the medium term financial outlook, the planned capital programme for 2016/17 and information on the ring-fenced Dedicated Schools' Grant. Councillor Moher warned that the 2015/16 and 2016/17 financial years would be more challenging and drew attention to the dramatic changes that had been introduced by Central Government through which London had fared worst. Councillor Moher was pleased to report that it was proposed not to increase the council element of Council Tax for 2014/15 and drew attention to areas in the report relating to funding sources, savings, associated risks and the overall budget requirement.

Members noted that it was the fifth year in succession that the Council Tax had been frozen. The Chief Finance Officer reminded the Executive that proposals for savings had been in the public domain since last October. He had been speaking to residents through focus groups and area forums and consultation had been widespread and examination extensive. He commended the report for consideration by Full Council on 3 March 2014.

RESOLVED:

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

That subject to the final confirmation of the GLA precept approval be given to the following recommendations for Full Council at its meeting on 3 March 2014:

- (i) agree the General Fund revenue budget for 2014/15, as summarised in Appendix A.
- (ii) agree the Service Area budgets including the cost pressures and savings detailed in Appendices B and C.

- (iii) note the report of the Budget and Finance Overview & Scrutiny Committee in Appendix D.
- (iv) note Appendix E and agree the budgets for central items and other budgets.
- (v) receive the report from the Chief Finance Officer in Appendix C(iii) in respect of his statutory duty under Section 25 of 2003 Local Government Act.
- (vi) agree that there is no increase in the Council's element of council tax for 2014/15.
- (vii) note and consider the advice of the Director of Legal and Procurement as set out in Appendix M.
- (viii) agree the instalment dates for council tax and NNDR for 2014/15, and the recovery policy for council tax as set out in Appendix F(ii).
- (ix) that decisions on individual applications for reducing Council Tax payable in accordance with section 13A(1)(c) of the Local Government Finance Act 1992 be delegated to the Chief Finance Officer.
- (x) note the Medium Term Financial Outlook in Section 5.
- (xi) agree the School's Budget set out in Appendix H.
- (xii) agree the Housing Revenue Account budget set out in Appendix I(ii).
- (xiii) agree the 2014/15 to 2016/17 capital programme as set out in Appendix J.
- (xiv) note the levels of unsupported borrowing forecast for 2014/15, based on the borrowing levels agreed by the Council on 28 February 2013.
- (xv) agree the Treasury Management Strategy and the Annual Investment Strategy for 2014/15 set out in Appendix K.
- (xvi) agree the Prudential Indicators set out in this section for affordability, capital spending, external debt and treasury management set out in Appendix L.
- (xvii) in relation to the council tax for 2014/15 we resolve:

That the following amounts be now calculated by the Council for the year 2014/15 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992 as amended:

- (a) £1,059,811,000 being the aggregate of the amount that the Council estimates for the items set out in Section 31A(2) of the Act.
- (b) £975,937,657 being the aggregate of the amounts that the Council estimates for the items set out in Section 31A(3) of the Act.
- (c) £83,873,343 being the amount by which the aggregate at (a) above exceeds the aggregate at (b) above, calculated by the

Council, in accordance with Section 31A(4) of the Act, as its Council Tax requirement for the year.

(d) £1,058.94

being the amount at (c) above, divided by the amount for the taxbase specified above calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year.

(e) Valuation Bands

A	B	C	D	E	F	G	H
£	£	£	£	£	£	£	£
705.96	823.62	941.28	1,058.94	1,294.26	1,529.58	1,764.90	2,117.88

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

(xviii) that it be noted that for the year 2014/15 that the proposed Greater London Authority precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, in respect of the Greater London Authority, for each of the categories of dwellings shown below:

Valuation Bands

A	B	C	D	E	F	G	H
£	£	£	£	£	£	£	£
199.33	232.56	265.78	299.00	365.44	431.89	498.33	598.00

(xix) that, having calculated the aggregate in each case of the amounts at (e) and the precepting authority referred to in the preceding paragraph above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of council tax for the year 2014/15 for each of the categories of dwellings shown below:

Valuation Bands

A	B	C	D	E	F	G	H
£	£	£	£	£	£	£	£
905.29	1,056.18	1,207.06	1,357.94	1,656.70	1,961.47	2,263.23	2,715.88

(xx) the Chief Finance Officer has determined that the Council's basic amount of Council Tax for 2014/15 is not excessive in accordance with the principles approved under Section 52ZB of the Local Government Act 1992.

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

6. Market Position Statement (MPS)

Councillor Hirani (Lead Member, Adults and Health) drew attention to the requirement under the Care and Support Bill for local authorities to promote and support local care and support services. The Market Position Statement, appended to the report from the Strategic Director Adult Social Services, had as its key theme building a diverse accommodation based care market and promoting independence. Councillor Hirani assured that wherever possible, needs would be met at home and regularly reviewed and the council would work proactively with the market and those in need to get personalised care.

RESOLVED:

- (i) that approval be given to the MPS for publication;
- (ii) that approval be given to the development of a Market Development Plan, which will set out how to will deliver the aspirations of the MPS. It is proposed that this would be brought to Executive for approval in June 2014.

7. Mental Health Improvement Phase 2

The report set out a summary of phase 1 of the Mental Health Improvement Project and options for taking forward phase 2. Councillor Hirani (Lead Member, Adults and Health) confirmed that there had been a reversal of the decision taken in April 2013 to progress with a procurement of mental health services by way of a competitive dialogue process for the re-provision of local adult social care mental health. An improvement project which ran from August 2013 to January 2014 had brought about a significant improvement in the working relationship between the council and Central and North-West London NHS Foundation Trust (CNWL) and also in performance. Councillor Hirani stated that the transformation work would continue building on the collaboration with the Brent Clinical Commissioning Group. There was a need to extend the current arrangements and a commitment to enter into a new Section 75 agreement between the council and CNWL.

Councillor R Moher welcomed the new arrangements which she hoped would lead to a more proactive service.

RESOLVED:

- (i) that the results of phase 1 of the Mental Health Improvement Project be noted;
- (ii) that the council continue to deliver its adult mental health social care responsibilities in partnership with Central and North-West London NHS Foundation Trust (CNWL) in 2014/15;
- (iii) that officers not implement the decision taken in April 2013, to progress with the procurement of mental health services by way of a competitive dialogue process;
- (iv) that it be noted that any proposed future procurement or partnership arrangement for the provision of mental health services for adults would return to the Executive for approval;
- (v) that approval be given a continuation of the transformation work in 2014-15, building on integrated commissioning by working in collaboration with the Brent Clinical Commission Group (CCG), with the aim of moving to a whole person approach to mental health services in 2015/16 in partnership with Brent CCG and CNWL;
- (vi) that approval be given to enter into a short term section 75 agreement with CNWL, to cover the 12 month period from 1 April 2014 to end of March 2015, while work takes place on developing integrated commissioning arrangements with the CCG;
- (vii) that approval be given to an exemption from the usual requirements of Contract Standing Orders to carry out a tendering process in relation to High Value contracts, to allow the award of the section 75 agreement referred to in paragraph 2.6 of the report from the Strategic Director, Adult Social Services for the good operational reasons set out in paragraph 3.17 and 3.26 of the report.

8. Accommodation Services for People with Learning Disabilities

Councillor Hirani (Lead Member, Adults and Health) introduced the report which requested approval to invite tenders in respect of care and support services and also in respect of tenancy management arrangements with associated leases as required by Contract Standing Orders 88 and 89 for three properties within the borough that were leased to two providers under five year lease arrangements detailed in Appendix A to the report from Strategic Director, Adult Social Services. Two of the leases would end on 22 February 2016 and the other on 3 March 2016. The leaseholders were also the providers of the residential care service for 10 service users.

Councillor Hirani assured that the needs of the service users involved would be well supported under the new model which had received positive responses. Clients would be cared for off-site in the interim period.

Councillor McLennan (Lead Member, Housing) reported that she had met with the team manager for supported living and had been impressed with the scheme and reiterated the need for more provision.

The Executive also had before them and appendix to the report which was not for publication as it related to the following category of information specified in Schedule 12 of the Local Government Act 1972:

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

RESOLVED:

- (i) that approval be given to the pre-tender considerations and the criteria to be used to evaluate tenders in respect of tenancy management arrangements with associated leases for the three properties located in Beechcroft Gardens, Kinch Grove and Manor Drive as set out in paragraph 6.1 of the report from the Strategic Director, Adult Social Services;
- (ii) that approval be given to the invite of tenders in respect of tenancy management arrangements with associated leases and their evaluation in accordance with the approved evaluation criteria referred to in (i) above;
- (iii) that approval be given the pre-tender considerations and the criteria to be used to evaluate tenders for on site care and support services at the three properties located in Beechcroft Gardens, Kinch Grove and Manor Drive as set out in paragraph 6.1 of the report;
- (iv) that approval be given to the invite of tenders in respect of on site care and support services at the three properties located in Beechcroft Gardens, Kinch Grove and Manor Drive and evaluate them in accordance with the approved evaluation criteria referred to in (ii) above.

9. Authority to invite tenders for semi-independent living accommodation and support

The report from the Acting Director of Children and Families concerned the procurement of a block contract for supported accommodation for 16+ Looked After Children and Care Leavers aged 18+ for semi-independent living. The report requested approval to invite tenders in respect of a contract for Semi Independent Living as required by Contract Standing Orders 88 and 89 and requested approval to delegate authority to the Acting Director of Children and Families in consultation with the Director of Legal and Procurement and the Chief Finance Officer to award the contract.

Councillor Pavey (Lead Member, Children and Families) referred to the importance of this service, the savings to be achieved through tendering for a block contract

and confirmed that the contract would be closely monitored and that the young people would be part of the consultation process.

RESOLVED:

- (i) that tenders be invited for a contract for Semi-Independent Living on the basis of the pre-tender considerations set out in paragraph 3.9 of the report from the Acting Director of Children and Families;
- (ii) that officers be authorised to evaluate the tenders referred to in 2.1 above on the basis of the evaluation criteria set out in paragraph 3.9 of the Director's report;
- (iii) that authority to award the contract for Semi-Independent Living be delegated to the Acting Director of Children and Families in consultation with the Director of Legal and Procurement and the Chief Finance Officer for the reasons detailed in paragraph 3.8 of the Director's report.

10. Highways Asset Management Plan and Capital Schemes Programme 2014-16

Councillor J Moher introduced the report from the Strategic Director, Environment and Neighbourhoods which set out recommendations for how Brent's £3.55 million capital budget should be allocated during 2014/15 and 2015/16 through a prioritised programme of: major and minor pavement upgrades; major road resurfacing; preventative maintenance; and improvements to the public realm. The programme involved £4m of investment with some schemes funded by Transport for London. He referred members to the list of wards that would be affected.

Jenny Isaac (Operational Director, Neighbourhoods) advised that in future the council would be adopting a more proactive approach to highway maintenance and referred to the Highway Asset Management Plan (HAMP), appended to the report, which involved prioritising roads for repair at an earlier stage. Work by utility companies would be built in and traffic flow and ward councilor nominations still taken into account.

In answer, to an enquiry from Councillor Mashari about flood defenses, Councillor Moher confirmed that guidance from the Environment Agency considered Brent to be low risk however the gulleys would be maintained in the usual way in accordance with the programme. Councillor Mashari drew attention to the drainage scheme and Councillor Moher acknowledged the increased number of potholes that had appeared recently due to the increased rainfall and assured that the HAMP would alleviate the problem in the future.

RESOLVED:

- (i) that approval be given to investment of £3.55 million of Brent capital funding as summarised in Section 6.0 of the report from the Strategic Director, Environment and Neighbourhoods;
- (ii) that approval be given to the proposed highways maintenance programme for 2014-15 and the provisional programme for 2015-16 as detailed in Appendix B to the report;

- (iii) that approval be given to the highways asset management strategy for Brent as described in Section 4.0 and appended to the report;
- (iv) that approval be given to the proposed division of maintenance investment for carriageway resurfacing of 70% for major resurfacing and 30% for preventative maintenance;
- (v) that approval be given to the proposed prioritisation process and criteria for programme development described in Section 4.9 of the Director's report.

11. Housing Revenue Account (HRA) Budget 2014-15 and rent increase proposals for council dwellings for 2014-15

The report from the Director of Regeneration and Growth presented to members the Housing Revenue Account (HRA) forecast outturn for 2013/14 and the draft HRA budget for 2014/15 as required by the Local Government and Housing Act 1989. Members were required to consider these budget estimates and the associated options, taking account of the requirement to set an HRA budget that did not show a debit balance at year end. In introducing the report, Councillor McLennan (Lead Member, Housing) reminded the Executive that a draft HRA had been presented in November 2013 for approval. The rent and service charge increases were in accordance with national formula and were in line with other boroughs. On service charges, Councillor McLennan drew attention to the proposal to reduce service charges in 2014/15 for Brent Stonebridge dwellings by an average of 11.4% and advised that the rent increases would help support stock improvement.

RESOLVED:

- (i) that the HRA forecast outturn 2013/14 (Appendix 1 Table 1) be noted;
- (ii) that the savings/budget reductions for 2014/15 as set out in paragraph 3.48.3 of the report from the Strategic Director, Regeneration and Growth be approved;
- (iii) that the HRA budget growth for 2014-15 of £3.740m as set out in paragraph 3.48.4 of the Director's report be approved;
- (iv) that approval be given to an average overall rent increase (excluding service charges) from April 2014 of £4.67 per week, which is an average overall increase of 4.39%, as set out in further detail in paragraphs 3.23 to 3.29 of the report;
- (v) that approval be given to increase HRA Council Dwelling service charges from April 2014 by 3.2%, which is an average increase of £0.21 per dwelling per week;
- (vi) that approval be given to the proposals for the HRA budget for 2014/15 as set out in Table 1 on Appendix 1 of the report and agree that they be included in the overall Budget for 2014-15 for approval by Full Council on 3 March 2014;

- (vii) that approval be given to an average overall rent increase from April 2014 of £4.53 per dwelling per week on the Brent Stonebridge Dwellings, which is an average overall rent increase of 3.7% as set out in paragraph 3.62 of the report;
- (viii) that approval be given to decrease the service charges on the Brent Stonebridge Dwellings from April 2014 by an average of 11.4% or an average of £1.01 per dwelling per week as set out in paragraph 3.64 of the report from the Strategic Director of Regeneration and Growth.

12. **School Expansion Programme – portfolio update**

Councillor Pavey (Lead Member, Children and Families) introduced the report which sought approval for the approach and criteria for meeting the temporary school place needs and sought outline approval for a programme of projects to deliver the school places required for September 2014. Approval to start the procurement of a works contractor/s in line with the requirements of the programme was also requested. Councillor Pavey was pleased to report that all late applicants for reception places had now been offered school places, however, the challenge of providing places was relentless and increasing. The problem was borough wide and the strategy had to be reviewed.

Councillor Crane (Lead Member, Regeneration and Major Projects) referred to the Greater London Authority need based forecast and the council's intention to match supply with projected demand for September 2014. He commended to members proposals for those temporary expansions which had the support of headteachers and school governors. Detailed discussions would continue. Councillor Moher commended the expansion work to date acknowledging that it would become increasingly difficult to get support for change. Councillor Crane drew attention to the provisions of the Education Act 2006 and the School Organisation Regulations which allowed local authorities to propose an enlargement without the prior consent of the school governing body.

RESOLVED:

- (i) that the current and future school place demand and projected shortfall of primary school places for 2014-15, as described in paragraphs 3.1-3.25 of the report from the Strategic Director of Regeneration and Growth, be noted;
- (ii) that approval be given to the approach and criteria for the provision of temporary school places outlined in the report, as described in paragraphs 3.26-3.33 of the report;
- (iii) that approval be given to the potential programme of projects to provide temporary school places to meet projected demand for September 2014 including capital allocation (as described in paragraphs 3.34-3.43 and appendix 4) and note that officers would further define the programme (in consultation with the Lead Members for Regeneration and Major Projects and Children and Families) without returning to the Executive except where required by the Constitution;

- (iv) that the use of delegated authority to use council building/s identified in the temporary school expansion programme be noted;
- (v) that approval be given to the grant of an exemption from the requirements of Contract Standing Orders for the Executive to approve the pre-tender considerations for a High Value procurement before a procurement starts, to allow officers to place an advert and invite expressions of interest before the Executive approves the pre-tender considerations at its meeting in March;
- (vi) that it be noted that a revised strategy for the permanent primary school expansion programme will be presented to the March 2014 Executive.

13. **Bridge Park**

Councillor Crane (Lead Member, Regeneration and Major Projects) introduced the report which provided information regarding progress on the redevelopment of the Unisys and Bridge Park Community Leisure Centre (BPCLC) sites. It provided detail on the outcome of the public consultation undertaken at the request of the Executive to gain the public's preference on a number of facility options for the provision of a replacement leisure centre. The report also provided an update to members on the current position on anticipated land receipt and Community Infrastructure Levy ("CIL") contributions.

Councillor Crane advised that following the decision to pursue a land sale to General Mediterranean Holdings (owners of the adjacent Unisys site) consultation on design options supported the provision of a new leisure centre with a swimming pool. He referred members to the capital costs of delivering the preferred leisure centre, £8.3m. The revenue costs of the new facility were anticipated to be lower than the current running costs and efforts were being made to obtain funding from Sport England.

Councillor Mashari (Lead Member, Environment and Neighbourhoods) emphasised the need for additional fitness facilities in the south of the borough and referred to the finding that approximately 50% of Brent's adult population undertook no sporting or moderately intensive physical activity. The current facility was under used and in need of repair and there were alternative function facilities for hire for example at The Hub, Unity Centre and the Children's Centre. Councillor McLennan referred to new facilities at Vale Farm Sports Centre, welcoming the transformation.

RESOLVED:

- (i) that agreement be given to the vision and objectives of the new leisure centre;
- (ii) that approval be given to the preferred leisure centre option as (Option 3), as set out at paragraph 3.18 of the report from the Strategic Director, Regeneration and Growth;
- (iii) that it be noted that the large majority of respondents, approximately 95%, selected as their first choice one or more of the four options that involved change at Bridge Park, while approximately 5% of respondents selected as their first choice the option for leaving Bridge Park as it is and that at the

appropriate time GMH will lead on further planning related public consultation;

- (iv) that the proposed appointment of project consultants be noted;
- (v) that the land value and CIL receipt risks and the implications on the affordability of the different leisure centre facility options be noted. Should the sale of land not elicit the necessary capital receipt and advanced CIL, officers would return to members to agree an alternate way forward;
- (vi) that it be noted that a further report would be submitted to the Executive prior to the tender for a Design and Build Contractor.

14. Bio-fuel supplies for the Civic Centre CCHP plant

The report from the Strategic Director, Regeneration and Growth) concerned the procurement of bio-fuel supplies for the Civic Centre combined cooling, heat and power (CCHP) plant and requested approval to invite tenders in respect of bio-fuel supplies as required by Contract Standing Orders 88 and 89 and approval of the selection and award criteria. Councillor Crane (Lead Member, Regeneration and Major Projects) referred to the need to have in place a permanent arrangement which was financially beneficial in the long term and was pleased to report that the annual budget for power in the new Civic Centre building was projected to be less than that for the formerly occupied council buildings.

RESOLVED:

- (i) that approval be given to the invite of tenders for second generation bio-fuel supplies (or a higher compatible category) for the Civic Centre CCHP plant on the basis of the pre-tender considerations set out in paragraph 3.8 of the report from the Strategic Director Regeneration and Growth;
- (ii) that officers evaluate the tenders referred to in (i) above on the basis of the evaluation criteria set out in paragraph 3.8 of the report.

15. The leasehold disposal of 395 Chapter Road

Councillor Crane (Lead Member, Regeneration and Major Projects) introduced the report which detailed the marketing exercise undertaken for 395 Chapter Road and made recommendations to the Executive in respect of the disposal.

The Executive also had before them and appendix to the report which was not for publication as it related to the following category of information specified in Schedule 12 of the Local Government Act 1972:

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

RESOLVED:

- (i) that approval be given to the leasehold disposal of the Brent Housing Partnership interest at 395 Chapter Road to Iridium Assets Ltd to operate a

medical practice from the property, by creating serviced clinics from the commercial premises;

- (ii) that if the proposed disposal to Iridium Assets Ltd does not proceed, then approval be given to a disposal to Forest and Ray Ltd for the purposes of a dental surgery;
- (iii) that authority be delegated to the Operational Director Property and Projects to agree the final terms and to complete the disposal to either party.

16. **Any other urgent business**

None.

The meeting ended at 8.05 pm

M BUTT
Chair

This page is intentionally left blank



Executive
24 March 2014

Report from the Director of Environment and Neighbourhoods

Wards Affected: ALL

Green Charter 2nd Annual Monitoring Report

1.0 SUMMARY

- 1.1 The adopted Green Charter (2012) policy sets out the Council's wide-ranging areas of influence under the sustainability programme, the Council's contribution to increasing the sustainability performance of the organisation and details the support the Council will provide to encourage those who live, work or study in the Borough to contribute to this agenda.
- 1.2 The purpose of this report is to update the Executive on progress made against the Green Charter's objectives since last year's update report.

2.0 RECOMMENDATIONS

- 2.1 Members are asked to note the contents of the Green Charter monitoring report in Appendix A and note the achievements listed in section 3.5.

3.0 DETAILS

- 3.1 The Green Charter provides a framework of environmental improvements the Council and others can make which lead to more sustainable use of resources, influencing:
 - waste reduction and recycling,
 - carbon emissions and energy use,
 - sustainable water usage and flooding,
 - encouraging less polluting passenger transport
 - improvements to air quality
 - protecting biodiversity.
- 3.2 Appendix A provides detailed information on achievements and progress made by the Council since 2012. It also recognises the challenges in some areas of work which can be complex and expensive to deal with.

- 3.3 The Council recognises that to achieve significant progress in this area of work a partnership approach is essential and seeks to encourage participation internally and with everyone who lives, works or studies in the borough, as well as working with community groups.
- 3.4 In addition to improving resource use and mitigating climate change, the Council also seeks to encourage adaptive responses to the consequences of historic carbon emissions and to prepare for increased occurrences of severe weather events such as drought, heat waves, and flooding.
- 3.5 The Council's main achievements include:
- In 2012/13 Brent residents recycled 43% of their waste, making them one of the top performing boroughs in London. More importantly overall waste created is reducing which is the first aim of the waste hierarchy
 - The Civic Centre achieved its BREEAM 'Outstanding' status post construction and is a sustainability focal point for the community
 - Reducing the Council's carbon emissions by 8% is an important achievement against the ambitious target set. This is expected to increase further as the Council disposes of its old assets and the Civic Centre settles into occupancy.
 - The Welsh Harp Centre continues to provide a popular service to local schools to ensure a longer term view for sustainability with our younger residents
 - The Council retains its ISO 14001 accreditation, demonstrating to all the commitment we have to improve our sustainability performance
 - The parks and open spaces are maintained to a high quality and 7 parks have achieved green flag status
 - Brent has retained its "Fairtrade" status for a second year.

3.6 Theme outcomes

CO₂ reduction – RAG rating: Red

Whilst the council successfully achieved an 8% reduction in carbon emissions, unfortunately it did not reach the ambitious target of 25% reduction (compared to a 2009 baseline). The majority of other London Borough's spoken to have also found it very difficult to make significant savings in a short period of time and without large investment. Up to date comparable data has not been released, but data published by the Department for Energy and Climate Change showed Brent is the top performing area in terms of carbon emission reduction achieving a 30% reduction (against a 2005 baseline) compared to an average of 21% across London in 2010/11.

Significant further progress will need large investment which is difficult in the current economic climate. Having already made significant savings in previous years in 2014/15 the Council is faced with saving c£18m from its revenue budget and in addition the Council faces an estimated funding gap of £33.6m in 2015/16 and £19.2m in 2016/17. Most commentators agree that, whatever interpretation is placed on recently improved economic indicators, the downward pressure on public expenditure is likely to continue for some years beyond the Council's current financial planning horizon.

However, the Council is committed to continuing to make progress in this challenging area and the Carbon Management Board will oversee progress moving forward. A number of areas of improvement are being investigated including options to change street-lighting to LED and further physical building improvements across the estate. The Civic Centre is a flagship of the intent to become a truly sustainable organisation and provide leadership to the community in this area. The CRC commitment remains a financial lever for action; the Council remains in the scheme for the second phase and the price per tonne of carbon

consumed rises from £12 tonne to £16 per tonne. The Council paid £324,000 in carbon tax in 2012/13.

Reducing Waste – RAG rating: Green

Reducing waste created is the most sustainable way of tackling the waste hierarchy and fortunately, Brent residents managed to throw away 2.5% less residual waste this year than in 2012/13 which is an excellent achievement. In addition, the West London Waste Authority (WLWA) has been planning a new disposal system to begin in 2016, where non-recyclable waste will be sent to an 'Energy from Waste plant' in West England, which will recover some value from this waste. The recycling rate for 2012/13 was 43% and this year it is projected to be 41% as the lack of spring and summer rain meant that the amount of organic waste dropped.

The new public realm contract begins in April 2014 and will build on recent improvements to the recycling scheme, which include expanding the number and types of properties able to receive a dedicated dry recycling collection, including schools. The amount of litter and street waste being recycled has also increased from last year to 1,309 tonnes in 2013, which is an environmental improvement but also results in a saving of £153,000 in waste disposal costs; and the enforcement teams continue to work with local residents to reduce incidences of fly-tipping.

Sustainable Development and Regeneration – RAG rating: Green

The opening of the Civic Centre and London Designer Outlet were highlights for the Council in 2013. Overall, Wembley Park and South Kilburn regeneration schemes are progressing positively, and work has begun on the place-making study for Burnt Oak-Colindale.

Sustainable Transport and Water Use – RAG rating: Green

A number of safety improvements have been made to highways and junctions to improve cyclist safety and encourage more cycling in the borough and 'bikeability' training is delivered to both adults and children locally. The number of bike stands has increased with further units due to be installed soon at Kilburn tube station and in Queens Park. Planned strategies to deal with flood prevention are on track for delivery in 2015, and the Civic Centre is an exemplar for a low water use building.

Sustainable Food – RAG rating: Green

Brent remains a Fairtrade Borough for the second year. The Brent Fairtrade Network and Brent Sustainability Forum continue to provide a focal point for community work in this area. The Council's food growing and allotments strategy is in place and is leading to improvements in access to allotments. A number of events have been held to promote reducing food waste and healthy eating.

Sustainable land use and biodiversity – RAG rating: Green

Masons Field has now been declared a local nature reserve in September 2013, and was certified organic by the Soil Association in line with the rest of Fryent Country Park, after a long process of restoration involving local communities since receiving Heritage Lottery Funding in 2011. A newly created Chalkhill park in Wembley was opened in 2013.

Improvements have been made across all parks to increase the likelihood of improving the range of biodiversity in parks, as well as increasing the resistance of planting to droughts and reduce the need for watering during the summer.

Conclusion

The Council is making good progress in most areas of the Green Charter. Balancing the need for increasing economic growth and improving social conditions, as well as continuing to

reduce carbon emissions, increase sustainability and ensure efficient use of resources for environmental and financial reasons remain key issues for the Council in the coming years.

4.0 FINANCIAL IMPLICATIONS

- 4.1 The Green Charter Policy does not make any additional financial obligations on the Council and all the targets originally included in the Charter are expected to be implemented using existing Council budgets.

5.0 LEGAL IMPLICATIONS

- 5.1 The Council has a statutory carbon reduction commitment (CRC) set by Government which requires the Council to report annually its carbon emissions, and a fine would be levied for non-compliance.
- 5.2 The majority of projects within the Green Charter contribute to reducing the amount of emissions the Council produces as a result of its operations. Consequently, the Green Charter aims to reduce emissions and consequent tax levied against the Council under CRC. A Carbon Management Board is in place to oversee this.

6.0 DIVERSITY IMPLICATIONS

- 6.1 There are no diversity implications from the Green Charter; it impacts on everyone in Brent, seeking to improve the environment in which everyone in Brent lives, works or travels.

7.0 STAFFING / ACCOMMODATION IMPLICATIONS (IF APPROPRIATE)

- 7.1 None

BACKGROUND PAPERS

Green Charter Policy (2012)

Green Charter annual monitoring report (January 2013)

CONTACT OFFICERS

Ceridwen John
Environmental Projects and Policy Manager, Environment and Neighbourhoods

Jenny Isaac
Operational Director, Neighbourhoods

Sue Harper
Strategic Director - Environment and Neighbourhoods

Appendix 1 Green Charter Progress Report 2

Task No	Details	Due Date	Achievements so far	RAG
1. Reduce Carbon Dioxide Emissions By reducing our emissions of carbon dioxide (which occurs through the burning of fossil fuels) we will help to reduce the rate of global warming, and improve air quality. Brent Council is affected by the CRC Energy Efficiency Scheme, so any reduction in carbon emissions will also lead to financial savings for the borough.				R
1a	The council approaches energy management using its energy strategy's hierarchy of principles: 'be lean, be clean, be green': • Energy used in each building is minimised by using simple controls and passive features (be lean) • Simple actions such as cleaning and maintaining systems will ensure equipment runs effectively for the length of its anticipated life (be clean) • When demand is reduced to the minimum the use of renewable technologies (be green) is considered building-by-building. This ensures that energy generated by the renewable technologies is not wasted. • The aim is to reduce the energy used in each building to its absolute minimum.	Ongoing	The Civic Centre has been rated BREEAM excellent. Brent's Sports Centres have received a number of energy improvements in 2013, mainly at Vale Farm Sports Centre where both pools now have new LED lighting and insulation measures on pipes and heat exchangers. Future improvements include a second phase Re:Fit programme for further works is in project initiation phase, due 2014/15.	G
1b	The council is monitoring and reporting its energy use and carbon emissions in line with the national CRC EES (Carbon Reduction Commitment Energy Efficiency Scheme).	Ongoing	Meter readings from all council property are taken and analysed. Annual energy use submissions are made for CRC Energy Efficiency Scheme. Council remains in phase 2 of the scheme (-2016/17).	G
1c	The council aims to reduce its CO2 reductions by 25 % in council emissions by 2014 and encourage and support schools to adopt a similar target.	Ongoing	The Council will not meet the 25% reduction target (based on 2009/10 Carbon Management Programme data baseline) by March 2014. It is estimated that 8% will be achieved by 2013/14, due to: only part year occupation of the Civic Centre; 'bedding in' problems of Civic Centre equipment; Data Centre operational in Brent House and closed buildings still consuming some energy.	R
1d	Behaviour change resulting in reduced energy use is encouraged and monitored.	Ongoing	The Carbon Management Programme Communication plan was approved by CMT, the Civic Centre Programme board and the Carbon Management Programme Board and is now implemented. The new	G

Appendix 1 Green Charter Progress Report 2

Task No	Details	Due Date	Achievements so far	RAG
	The council uses internal communication channels to encourage all staff to turn off electrical equipment when it is not needed or not in use.		plan outlines key objectives and targets, governance structure, renaming to Sustainability Champions, key roles and responsibilities, 'better ways of working' staff guidance on energy efficiency and waste reduction, rebranding 'green' communications , two year campaign timetable. Stage one, 'better ways of working' is currently being promoted to all members of staff through online bulletins, the new 'Sustainable Brent – make it happen' webpage and digital posters. The Sustainability Champions network is in the process of writing and making a short film to promote the 'Better ways of working' messages.	
1e	The council uses alternative sources of renewable energy such as solar panels and continuously analyses the council's use of energy.	Ongoing	Brent's Civic Centre met BREEAM Outstanding for construction, some issues with bedding in plant. Energy reduction measures in the building include: • low energy zoned and sensed lighting • natural ventilation measures throughout the building • air source heat pump • 180m² of green roofs provided above the building cores • Bio-fuel powered plant machinery. • Over the next three years, Brent Civic Centre will be working towards achieving BREEAM in-use Outstanding which monitors the buildings continues performance.	A
1f	The council implements the borough's climate change strategy and action plan which was launched in December 2009 and its environmental policy, which was updated in October 2009.	Ongoing	The Climate Change Strategy Steering Group meetings have become less frequent, but the latest project is to survey residents to best identify how to raise awareness of climate change issues. In March 13, a well attended climate change conference involving 150 students took place at College of Northwest London.	A
1g	Schools are investigating /taking advantage of the Government's Feed In Tariff and the council is also making enquiries.	Ongoing	As part of the Brent Low Carbon schools programme, the Energy Manager gives advice regarding the Feed-In-Tariff. Renewable Heat Incentive due to be announced by Government in early 2014 which will be promoted.	G
1h	Work with schools to assist them to reduce energy.	Completed	The Low Carbon Schools programme used a Schools 'Behaviour Change Officer and Schools' Technical Officer to deliver an energy efficiency programme to 22 core schools over a two year period from	G

Appendix 1 Green Charter Progress Report 2

Task No	Details	Due Date	Achievements so far	RAG
			2011/12 to 2012/13. The project ended in March 2013 and achieved a 5% reduction in CO2 a 10% reduction in energy use and saved £68K amount in energy bills. No further dedicated support is planned although a traded service can be arranged.	
1i	The council created sustainable Business and Resident Climate Change pledges for residents and businesses to pledge to take measures to reduce environmental impact.	Ongoing	490 residents' pledges and 56 business pledges have been made.	G
1j	Work with businesses to be more energy efficient.	Completed	2 energy saving awareness raising breakfasts were held for businesses. • Wide Awake at Ikea • Brent Energy Efficiency Breakfast at Brent Town Hall Free energy checks were taken up by local businesses and we worked with our partners such as the Carbon Trust and other local businesses to make the events relevant.	C
1k	As part of its contract maintenance programme, the council's street lighting contractor is removing the old fluorescent bulbs from street signs and ministry posts, which tend to be lit 24 hours a day, replacing them with photo-cells that only come on as and when necessary.	Ongoing	The Street lighting upgrade is taking place gradually and will be fully rolled out by 2018. This includes: • Removal of fluorescent bulbs from 2751 street signs, 520 ministry posts and 375 bollards • Other energy saving options being assessed includes LED, dimmable and part-night lighting; and de-illumination of street furniture.	G
1l	The Council has had an Air Quality Action Plan since 2005. This helps to control air pollution and improve air quality.	Ongoing	The council's Air Quality Action Plan has been updated (2012/2015). The focus of the plan remains the reduction of nitrogen dioxide and particulate matter emissions to below national targets. Nine fundamental measures were carried over from the previous plan, including continuous air quality monitoring in Harlesden, Neasden and beside the North Circular Road, raising awareness of air quality issues and reducing emissions from industrial installations. The Council has implemented an additional 15 new air quality action plan measures to further reduce pollutant emissions associated with	G

Appendix 1 Green Charter Progress Report 2

Task No	Details	Due Date	Achievements so far	RAG
			specific sources. The plan integrates air quality with climate change measures and identifies additional opportunities for emissions reductions, not only from Council activities but also from Brent businesses. Progress in delivering the plan has been reported annually in accordance with the National Review and Assessment process.	
1m	Maintain its Green Champions network with updates / awareness schemes for staff.	Ongoing	The Green Champions Network is now called Sustainability Champions Network. There are currently 50 registered members, of which 20 staff are active on a voluntary basis. The group are currently working on a short film to inform staff on 'better ways of working' guidance and the film will act as a marketing tool to recruit additional champions. The Sustainability Champions network will be key to rolling out the various sustainable behaviour change campaigns in the Civic Centre.	G
1n	Reducing carbon emissions through ITU and through the bulk scanning project.	Completed	ITU established mobility across staff and members through enabling flexible working. 'Oneprint' and devices to aid paperless office has reduced the need to print. Cloud enabling mobile productivity and BYOD in Brent. Productivity and efficiency gains through flexible working: Increasing output, consolidating office space through a new £90m civic centre and reducing costs. Developing apps to enable effective staff working. The Council implemented highly efficient monitors in the Civic centre – the 27" ones are more that twice as efficient as the older dual monitors they replaced. This includes auto shut-off when person not detected in front of them. The majority of staff don't have a deskphone, there is less power required to run the fixed telephony solution. Thin clients far more efficient than traditional computers	C

Appendix 1 Green Charter Progress Report 2

Task No	Details	Due Date	Achievements so far	RAG
1o	The Council funds and supports Energy Solutions (North West London) Ltd to provide advice on energy saving, renewable energy and insulation advice.	Ongoing	The Council has an ongoing service level agreement and continues to support Energy Solutions to enable them to provide advice to residents.	G
1p	A scrutiny Committee Fuel Poverty Task Group was set up and recommends that Brent Council and its partners develop an affordable warmth strategy to enable the borough to tackle fuel poverty.	Ongoing	The Council is writing a Fuel Poverty Strategy with its partner Energy Solutions. A bid for funding from DECC to promote the Green Deal, tackle fuel poverty, and to offer residents a collective energy switching scheme was successful. These schemes are all being rolled out currently and will help residents to become more energy efficient and to reduce their fuel bills, helping to reduce the issue of fuel poverty in Brent. Brent also secured Department of Health funding in 2011/12 and 2012/13 to promote energy saving and other measures to households at risk during severe winter weather. This fund was shut down by Government and has not yet been replaced..	G
1q	Provide energy monitoring devices for people to borrow from libraries.	Ongoing	Energy monitoring devices are available from the Council libraries – 59 residents have borrowed a monitor in the last four months.	G
1r	Publish information on the council's website about saving energy and combating the effects of climate change.	Ongoing	The Brent website is regularly updated to provide up-to-date information.	G

Task No	Details	Due Date	Achievements so far	RAG
2. Lower Waste	Waste has a significant impact on the environment. Waste sent to landfill results in resources being lost; potent greenhouse gases (methane) being released into the atmosphere, contributing to further climate change; and it is a very expensive option for waste disposal. Recycling and composting reduces the environmental and financial impact, as resources can continue to be used and materials are kept from biodegrading in landfill. The best option, however, is avoiding any waste in the first place – in addition to the environmental benefits, this will save individuals money, as they no longer buy items they do not need; and will save vital council finances, as less waste will have to be paid for to be sent to landfill.			G

Appendix 1 Green Charter Progress Report 2

Task No	Details	Due Date	Achievements so far	RAG
2a	Household Waste Collection Strategy (2010 – 14) The council's Household Waste Collection Strategy (2010-14) was one of the key outcomes of a One Council project "Waste and Street Cleansing Review". The Waste Strategy delivered significant improvements to the Recycling and Waste Service in Brent. Policies within the Waste Strategy have been implemented successfully. Improving Waste Management Performance A One Council project was set up to continue to deliver the benefits of the Waste and Street Cleansing Review: "Improving Waste Management Performance". The project aims to further increase the Council's recycling rate and reduce waste arisings to contain the cost of sending unsorted waste to landfill. Managing the Public Realm The Council's current contract for waste collection and street cleansing ends on 31 March 2014. A new Public Realm Services Contract will start in April 2014. This contract will bring together, for the first time, the following services: waste collection, cleansing, burial, grounds maintenance in parks and open spaces, including land managed and/or owned by Brent Housing Partnership. The new Contract will deliver the following benefits: - Reduce the amount of waste sent to landfill - Reduce the greenhouse gas emissions of operations associated with the Services - Improve the way Brent looks and feels - Encourage greater consideration by residents and	Ongoing	The implementation of the Household Waste Collection Strategy (2010 -14) resulted in the following achievements: A new waste collection service for all street level properties. New materials for recycling have been included as part of the new service and all residents living in street level properties have now access to separate dry recycling and food waste collections A new waste collection service for all blocks of flats. New materials for recycling were included as part of the new service. All blocks of flats have now access to a separate dry recycling service. Nearly 200 blocks of flats have now access to separate food waste collections and all blocks of flats will receive this service in the next two years. A new waste collection service for properties along the North Circular Road. All properties have now access to a separate dry recycling service. Improved access to recycling facilities for flats above commercial properties. All flats above commercial properties will receive a dedicated dry recycling service during 2014. An improved recycling collection service for Brent schools. The audited recycling rate for 2012/13 was 43% making Brent one of the top performing boroughs in London. The projected end of year for 2013/14 recycling rate is 41%. Overall waste arisings reduced by 2.5% and the amount of street litter recycled is up to 10.6%, saving the Council £153,000 in disposal costs. The Public Realm Services Contract will start in April 2014 and last for nine years. The contract will create greater emphasis on improving the appearance of all public places, eliminate previous boundary inefficiencies and deliver a co-ordinated programme to maintain Brent's public places to a good standard.	A

Appendix 1 Green Charter Progress Report 2

Task No	Details	Due Date	Achievements so far	RAG
	communities of how to generate less waste, emphasising reduction, reuse, recycling and composting - Promote a greater sense of civic pride and a stronger local identity.			
2b	Reduce waste and increase recycling internally.	Ongoing	There is a new waste and recycling scheme at the Civic Centre. Recycling and waste bins are centrally located and all plastics can now be recycled. Food waste caddies are also provided.. Old IT equipment is sent to a charity to be re-used and/or recycled and WEEE recycling is provided by the Client Site FM team.	G
2c	Have in place an internal communications plan to increase the council's own recycling levels.	Ongoing	Recycling information is available on the intranet and made available through the Sustainability Champions scheme. Communicating waste and recycling information forms one of the elements of BREEAM In-Use at the Civic Centre (due in three years time) and will require formal monitoring.	G
2d	Reduce waste and recycle 95 per cent of green waste from parks and sports' facilities.	Ongoing	Bridge Park CLC has implemented a food recycling scheme for functions. China crockery is used for customers staying in Willesden SC and Vale Farm SC's cafés, leading to a reduction in polystyrene and cardboard waste. Recycling bins given an increased prominence in Brent's sports centres, to further encourage recycling. Reduced use of paper and outreach material as a result of the development of virtual online tours and greater use of web-based marketing materials and booking systems. Herbaceous perennials have replaced annual bedding plants, reducing organic waste produced. Soil and vegetation is re-used on site for landscaping purposes.	G

Appendix 1 Green Charter Progress Report 2

Task No	Details	Due Date	Achievements so far	RAG
2e	The Council has phased out paper towels and is replacing towels with hand dryers.	Ongoing	There are only hand dryers in the Civic Centre toilets but due to staff demand paper towels are provided in the kitchens.	A
2f	Provide an effective network of recycling bring sites in public places located across the borough.	Ongoing	There are 183 sites spread across the borough (a GIS map is available)	G
2g	Continue to provide a Christmas tree recycling service.	Ongoing	Christmas trees must be contained within the green bin.	G
2h	Increase the amount of items reused in Brent whether through charity shops, re-use schemes or recycling.	Ongoing	The material collected has increased and all plastics are now recycled. The Re-Ward Club that was run by West London Waste Authority closed in July 13 due to funding, but residents are encouraged via the Contact Centre to advise whether bulky items can be re-used and pick up-staff are trained to deliver these to Abbey Road with extra care.	G
2i	Provide a StreetWatcher scheme, including training and days out.	Complete	This programme has now come to an end. However, Veolia have committed to working with local volunteers to promote sustainable waste management and monitor levels of street cleansing and fly-tipping.	C
2j	Make home compost bins available to residents.	Ongoing	Every household in Brent is entitled to a discount on home compost bins. The price for a 220 litre bin is £17 plus delivery and £20 plus delivery for a 330 litre bin, through the Council's partnership with Even Greener.	G
2k	Increase resident awareness of the amount of food waste that is thrown away.	Ongoing	The Council works with its partners, such as the West London Waste Authority, to raise awareness of food waste.	G
2l	Promote the Mailing Preference Service and encourage people to return unwanted junk mail to sender.	Ongoing	The Council website encourages residents to sign up to the Mailing Preference Service (MPS) to limit the amount of unwanted mail residents receive.	G
2m	The Council offers to collect up to 5 bulky items of household waste free of charge up to 3 times a year.	Ongoing	This service is provided and residents are now asked via the Contact Centre whether the items are in re-useable condition so that they can be re-used again after they go to Abbey Road re-use and recycling site.	G
2n	Increase awareness and use of the Reuse and Recycling Centre at Abbey Road.	Ongoing	These services are regularly advertised.	G

Appendix 1 Green Charter Progress Report 2

Task No	Details	Due Date	Achievements so far	RAG
20	Prosecute those who litter and fly-tip.	Ongoing	Brent is working hard with our residents. Four new projects are currently underway: 1. Asking residents to increase recycling and reduce their waste. 2. Rolling out food waste recycling at flats – now complete 3. Recycling of street cleansing waste Enforcement of dumped waste and business waste Recycling of street cleansing waste: In 2013, 1309 tonnes of street cleansing waste were recycled. That's 10.6% of all such waste and saved the council £153k in waste disposal costs. Enforcement of dumped waste and business waste: The Waste Enforcement Team has now refocused their programme of dumped waste investigations. Areas are now targeted over a three week period. Offenders are identified, bags are marked up for visual effect and enforcement action is taken. Since April, the team have undertaken 2556 street inspections, 325 business waste investigations, 128 fly-tipping investigations and 81 littering investigations.	G

Appendix 1 Green Charter Progress Report 2

Task No	Details	Due Date	Achievements so far	RAG
3. Sustainable Development and Regeneration It is important to develop and rebuild infrastructure and buildings as sustainably as possible, to help the population to live within environmental limits; ensure a strong, healthy and just society; and to achieve a sustainable economy.				G
3a	The council uses Placemaking Guides to achieve a safe, attractive, accessible and inclusive environment. It sets out public realm policy and design guidelines and specifications for materials, street furniture and the layout of streets and spaces that fall within the control of the council. Sustainable development is promoted by planning for mixed use development in growth areas where there is good public transport provision. We will ensure new development is accompanied by supporting facilities such as school places, open space and community facilities.	Ongoing	Over the past year, the Wembley Area Action Plan has been progressed to Examination and the appraisal of the social, environmental and economic aspects of related site proposals has been updated and a placemaking study on Burnt Oak – Colindale has begun.	
3b	The council reduces the carbon footprint of new development by requiring high levels of energy efficiency and renewables beyond current building regulation standards, particularly in growth areas.	Ongoing	In July 2010 a Core Strategy was adopted to increase the standard of sustainable design and construction. A minimum standard of Code for Sustainable Homes (CSH) 3 was set and for non-residential proposals, a rating of BREEAM Excellent is expected. Within Growth Areas, major proposals are required to achieve a minimum rating of CSH4. In 2011 the revised London Plan was adopted which required residential buildings to achieve a 25% reduction in carbon emissions from the 2010 Building Regulations target (CSH level 4) and a 40% reduction from 2013.	G
3c	Achieve exemplar low carbon schemes such as promoting combined heat and power district heat networks in Wembley and South Kilburn.	Ongoing	Brent Civic Centre received BREEAM outstanding. It is the greenest public office building in the UK and the fourth greenest building worldwide, out of only ten that have received BREEAM Outstanding rating. Exploratory work is underway in South Kilburn for a business case district energy scheme with an external commercial partner. From 1st April 2012, BHP Housing Stock improvement work for energy efficiency has involved replacing windows, boilers and loft and cavity wall insulation. This will continue with the recently revised	G

Appendix 1 Green Charter Progress Report 2

Task No	Details	Due Date	Achievements so far	RAG
			Asset Management Plan.:	
3d	Reduce waste from demolition and construction by requiring all development to comply with the ICE demolition protocol and set targets for reuse and recycling.	Ongoing	A sustainability checklist has been produced to help developments achieve these targets.	G
3e	Reduce the risk of flooding by steering development away from areas at risk and ensuring new development includes measures to minimise rainwater runoff such as green roofs and permeable paving.	Ongoing	This policy is also reflected in the sustainability checklist.	G

Task No	Details	Due Date	Achievements so far	RAG
Page 29 4a	4. Sustainable Transport and Streets Sustainable transport lowers carbon emissions; reduces congestion; gives health benefits; and can often result in reduced travel times. Improved streets make walking easier, safer and more enjoyable.			G
	The Council encourages low carbon modes of transport to reduce emissions. The council has recognised that for more people to walk and cycle around the borough, they need to feel confident doing so, for which it is necessary to design safer streets. Work focuses on cycling, walking, public transport and electric vehicles.	Ongoing	We want to improve cycling routes in the borough and bid for funding to build new infrastructure. Although the GLA did not fund us for the mini-Holland project as hoped, they felt that our bid had a number of key strengths and above all note the “exceptional” commitment shown by the Lead Member and officers and are letting us know shortly if they are able to award us “substantial” amounts of money anyway to achieve the objectives set out in our bid. Cycle training: No of adults (Bikeability level 2:) 69 No of adults (Bikeability level 3): 20 No of children (Bikeability level 2) 242 New or upgraded on-carriage way segregated routes. Km: 2 Number of junctions treated to improve cyclist safety. No: 15	G

Appendix 1 Green Charter Progress Report 2

Task No	Details	Due Date	Achievements so far	RAG
			Actions taken to encourage cycling in the borough: • 4 new cycle on prescription courses have been held (5 week course) 26 people attended • 2 new TfL funded cycling projects (Brent Biking Borough and Bike It) have been extended to include more activities and schools. Cycle training has been prioritised to Bike it schools • 172 individual (adult) trainees attended Bikeability 42 school sessions were held, enabling 396 children to receive cycle training.	
4b	Improve air quality and health outcomes by emissions based permit parking where high emission cars pay more.	Complete	Emissions based permit parking has now been implemented and is a working policy. It is not possible to allocate specific carbon reductions to this scheme but will contribute to encouraging lower emission vehicle purchases by residents which will support the air quality health outcomes.	C
4c	The council will pay £200 to residents who do not have a car and surrender their parking permit.	Ongoing	This service continues, around 40 permits were surrendered in the past year.	G
4d	Provide electric car infrastructure by providing electric vehicle charging points.	Ongoing	As of January 2014 there are four electric vehicle charging points (EVCPs) in Brent's public car parks with the first "on-street" EVCP set to be delivered in February 2014.	G
4e	Promote car clubs.	Ongoing	Car clubs are widely promoted in the borough and are available at 111 spaces across Brent between two providers, Zip Cars and City Cars. Efforts concentrate on promotion, communication and administrative work from an officer perspective. The Civic Centre has 25 dedicated spaces for Zip Cars, which are also available for the public to use outside core office hours (including weekends), which form part of the total.	A

Appendix 1 Green Charter Progress Report 2

Task No	Details	Due Date	Achievements so far	RAG
4f	Make it easy to travel in a way that is sustainable, safe and efficient.	Ongoing	7 Pedestrian crossing with facilities for disabled people. This year so far 51 new disabled parking places and 18 personalised disabled parking places have been installed. 78 waiting and loading bays. 63 accessible bus stops. The Council has worked with Neasden temple staff to introduce real-time train, tube and bus departure information screens to facilitate the increased use of public transport to/from key locations in the borough.	G
4g	Provide new sustainable transport facilities, such as cycle parking.	Ongoing	47 new cycle parking stands installed in the Kensal Rise cycle hub 24 new cycle stands offering 48 spaces will be delivered in February 2014 in the vicinity of Kilburn Park Tube Station. 34 new cycle stands offering 68 spaces will be delivered in March 2014 in the vicinity of Queens Park.	G
4h	To deliver free cycle training for Brent's residents for three years.	Complete	See Update 4a.	C
4i	Publish travel advice on the council's website.	Ongoing	The "Brent Travel" map/guide is now complete and has been used for the new Civic Centre.	G
4j	Improve the public realm to make walking more attractive.	Ongoing	13 protected crossing facilities were created. (e.g. refuges, zebra crossings, pelican crossings). We are on target to implement 13 by end March 2014 49 metres of Guardrail were removed. We are on target to remove over 75 metres of guard railing by end of year 13 items of Street Clutter was removed. We are on target to remove over 20 items of street furniture to reduce clutter	G
4k	Smarter Travel	Ongoing	Information is made available on the website and via the Brent Transportation team. 80 education and training interventions (e.g. theatre in education or pedestrian training)	G

Appendix 1 Green Charter Progress Report 2

Task No	Details	Due Date	Achievements so far	RAG
			16 kilometres of new roads where 20 mph zones / limits have been introduced.	
4l	Assist and support business travel plans.	Ongoing	- The Council currently has 97 sites with approved Travel Plans 4 sites submitted approvable Travel Plans in the last 3 months 11 sites submitted monitoring reports through the West Trans Monitoring Project in the latest monitoring round - Aggregate figures from monitoring show single occupancy car journeys down from 45% to 19% of trips to sites with Travel Plans	G
4m	Consult residents and businesses on improving the Grand Union Canal environment around Alperton.	Complete	The Alperton Masterplan sets out how the authority hopes to transform a strip of poor quality brownfield land next to the Grand Union Canal into a new, mostly residential neighbourhood of 1,600 new homes, together with improved shopping and cultural facilities and business space	C
4n	The council provides an Animal Welfare Service that will educate, encourage and enforce responsible animal/dog ownership.	Complete	Achievements 1 April to 31 March 14 include: 29 dogs microchipped 21 promotional events held 88 dog fouling patrols carried out	C
4o	In partnership with Mayhew Animal Home provide free neutering for bull breeds and low cost neutering for all other breeds to prevent over-population of dogs.	Ongoing	The Council has given out 19 low-cost neutering vouchers 1 April to 31 March 14	G
4p	Provide free poop scoops to encourage dog owners to clean up after their dogs.	Completed	The Council handed out 100 free bags. This project is now closed.	C
4q	To undertake regular hot spot dog fouling areas and educate owners and where necessary enforce fixed penalty notices.	Ongoing	The Council carried out 88 x Dog fouling patrols and will continue to check hot spot areas. No fixed penalties were handed out because the Council is in the process of re-designing the fixed penalty notices	A
4r	Provide free reward packs to those owners seen clearing up their dog's mess.	Ongoing	The Council has rewarded four owners so far and 3 between 1 April to 31 March 14	G
4s	Provide educational events in Parks about animal/dog ownership.	Ongoing	From 1 April to 31 March 14, The Council held 14 responsible dog ownership promotional events including 7 Bark patrols (Brent Action	G

Appendix 1 Green Charter Progress Report 2

Task No	Details	Due Date	Achievements so far	RAG
			for Responsible k'9s) – Multi Agency approach to tackle irresponsible dog ownership includes Brent's Animal Welfare Team, Police and Mayhew animal home.	
Task No	Details	Due Date	Achievements so far	RAG
5. Sustainable Food & Purchasing By purchasing fresh, local, seasonal food and other goods that have been produced in a sustainable way we can reduce the environmental impact of production, transportation and purchasing, and improve our health.				G
5a	The council will explore the issue of food growing in Brent.	Ongoing	Brent's Food Growing and Allotments Strategy and action plan (2012-2014) aims to: • provide efficiently managed allotment sites that provide good value for money and are accessible to all • develop and broaden the range of food growing opportunities available through increased partnership working • promote benefits of food growing as part of a healthy lifestyle.	G
5b	The Council provides allotments to residents and local groups.	Ongoing	The Food Growing and Allotment Officer has reviewed the allotment waiting list and there are now short waiting lists for some sites, particularly in the west of the borough. Food growing and allotments promoted in press and social media: Council tweets, Facebook, website and Brent Magazine	G
5c	Commit to provide and improve allotments or other food growing projects, including a survey on the use of allotments.	Ongoing	Analysis of demand, population density and changing profile of tenants and waiting list applicants are reviewed on an annual basis as part of the Food Growing and Allotment Strategy. The results act as indicators for improving current infrastructure to meet demand. Site audit undertaken in 2013 to record site and assets' condition and cost for maintaining and improving allotment infrastructure, programmed over the next 5 years.	G

Appendix 1 Green Charter Progress Report 2

Task No	Details	Due Date	Achievements so far	RAG
			Updated the allotment Tenancy Agreement in 2013 so that tenants adhere to sustainable principles and practices: waste reduction and recycling, water wise behaviour, minimal use of chemicals including pesticides and herbicides, banning any pesticides with insectinoids, encourages composting green waste and encourage use of peat-free compost. Waste management at allotments led to the first collaboration of Veolia and allotments working together to remove and recycle waste from the allotments. Bicycle stands will be installed at least 2 allotment sites.	
5d Page 34	Provide information sessions on growing your own food in an urban setting through the Brent Sustainability Forum.	Complete	The Forum has run a programme on growing your own food with its partner 'Capital Growth'. This programme is now complete, but there are many food growing places in Brent. To search for a site near you go to http://www.capitalgrowth.org/	C
5e	Promote Farmers' market events.	Ongoing	Information on Farmers markets and vegetable box schemes are provided on the Brent Council website and here: http://fieldtoforkorganics.coop http://www.lfm.org.uk/markets/queens-park/ www.brent.gov.uk /goinggreen	G
5f	The council supports the Brent Fairtrade Network (BFN). The Council has committed to only procure Fairtrade tea, coffee, sugar, fruit for council meetings and events.	Ongoing	Fairtrade Borough status was awarded to Brent in March 2012 and re-certification was achieved in May 2013. The external caterer is contracted to provide Fairtrade food and drink at the canteen, café and events at the civic centre. All staff required to serve Fairtrade products for all internal and external meetings.	G

Appendix 1 Green Charter Progress Report 2

Task No	Details	Due Date	Achievements so far	RAG
			BFN is provided with premises for meetings. Pre-qualification questionnaires request information from suppliers on Fairtrade when applicable. Fairtrade Fortnight events held every year.	
5g	Promote Fairtrade events throughout the borough.	Ongoing	Fairtrade is widely promoted, through stalls at community events, talks at Westminster University campus, special events during Fairtrade Fortnight, and the commissioning of a Fairtrade artwork. The convent of Jesus and Mary Language college was made the first Fairtrade school.	G
5h	The council is working towards creating a Wellbeing and Healthy Living Strategy.	Ongoing	The H&WB strategy continues to be worked up as well as an associate action plan for the Borough. Within the action plan, specific teams will be responsible for delivering sections of the strategy.	A
5i	Provide information on healthy living via the Council's website.	Ongoing	The healthy lifestyle team has published a webpage as part of the councils website which provides links to NHS pages, as well as links to all "healthy" activities in the borough, e.g. Sports and activities clubs, and healthy programmes being run by other departments, as well as resources and information on diabetes and other key borough priorities.	G
5j	The Council offers evening cooking classes via BACES.	Closed	This project has now come to an end.	C
5k	The Council supports the Brent Sustainability Forum to help raise the profile of sustainability across the borough.	Ongoing	The Brent Sustainability Forum meets quarterly and focuses on areas including: sustainable transport, waste and recycling, energy efficiency, food growing and water efficiency, nature conservation.	G
5l	The council replaced bottled water dispensers with mains water in public areas of council offices.	Complete	The project is complete.	C
5m	Sustainable purchasing of material for the construction of the Civic Centre.	Complete	Sustainably sourced building materials were used during the construction phase of the Civic Centre (e.g. the concrete mix used in the building (50 per cent ground granulated blast furnace slag with	C

Appendix 1 Green Charter Progress Report 2

Task No	Details	Due Date	Achievements so far	RAG
			Portland cement) will give a 33 per cent reduction of embodied CO2. The saving of 2392 tonnes of embodied CO2 is calculated to be the equivalent to nearly seven years' operation of the building.	
5n	The council only purchases peat free products.	Ongoing	This policy remains in place and is strengthened as a request to go peat free is now included in the allotment tenancy agreements.	G

Task No	Details	Due Date	Achievements so far	RAG
6. Sustainable Water We face the threats of increased flooding and a scarcity of drinking water in the near future. To address these, we need to be aware of and respond to flood risks, and use water more efficiently.				G
6a	The council considers flood risks for any infrastructure, building or transportation work.	Ongoing	A Flood Risk Management Plan is required to be published by June 2015. The draft Programme Initiation Document (PID) for flood risk management is being progressed and was issued for comment in August 13. This will be starting point for the development of the Flood Risk Management Plan Brent Council works with partners such as the Environment Agency and Thames Water to alleviate flooding in high risk areas. The Council has developed a: • Severe weather plan • Multi-Agency Flood Plan • Flood plan for the Welsh Harp and aqueduct. These all run as annexes to our Major Incident Plan, all of which are currently being updated. When designing new highway schemes, consideration is given to installing permeable paving instead of traditional block paving or tarmac, and introducing landscaped areas and trees for rain water to absorb into ground.	A

Appendix 1 Green Charter Progress Report 2

Task No	Details	Due Date	Achievements so far	RAG
6b	Reduce flood risk by keeping urban areas green and reduce drought risk by using plants that are drought resistant.	Ongoing	When designing new highway schemes, consideration is given to installing permeable paving instead of traditional block paving or tarmac, and introducing landscaped areas and trees for rain water to absorb into ground and replenish water table. Tree planting and urban greening are included in planning conditions for housing and commercial developments. Parks use drought-resistant plants in their flower beds. Rain water harvesting is promoted.	G
6c	When planning new buildings, incorporate SuDS (sustainable urban drainage systems) whenever possible.	Ongoing	All new developments will be required to submit sustainable drainage details from October 2014.	A
6d	Tackle local flooding and watercourse pollution.	Ongoing	Waste water from properties must not be connected to surface water system. We regularly inform residents about flooding and water pollution via local papers and Brent Magazine.	G
6e	Use water more efficiently.	Ongoing	Only tap water is used at meetings. Brent's Civic Centre has had the following measures installed to reduce water use within the building: • Low flow aerated taps or spray taps for wash basins with a flow rate of 6 l/min (standard taps consume about 12 litres/min) • All WCs are low flush (with a cistern volume of 6 litres or less) • Urinals are either fitted with presence detectors to control flushing or are ultra low flush • A rainwater harvesting system serves the WCs and urinals throughout the building; equipment within the Core C PPE Store and Pest Control Room; and irrigation plant within the Basement to reduce mains cold water usage • Showers have a flow rate of 9 litres/min or less, as opposed to standard showers, which use about 14 litres/min • Sub-metering, to help with monitoring water use	G

Task No	Details	Due Date	Achievements so far	RAG
7. Sustainable Land use and Wildlife It is important to ensure that land is used for social and economic development that recognises, protects and enhances the value of the natural				

Appendix 1 Green Charter Progress Report 2

Task No	Details	Due Date	Achievements so far	RAG
environment, so that it can continue to be enjoyed and benefited from by future generations.				G
7a	The council preserves and enhances Brent's existing parks and open spaces and aims to increase these as opportunities become available.	Ongoing	The following developments have taken place: • Drought resistant plants mean plants will survive during dry summers. • Brent Council was awarded 7 Green Flags in 2013	G
7b	The council conserves and enhances biodiversity	Ongoing	The council assesses 62 Sites of Importance for Nature Conservation (SINCs). Since 2011, the percentage of sites in an improved condition increased from 66% to 69% The Soil Association Organic Standard at Fryent Country Park was retained.	G
7c	Make sure the planning system protects and enhances open spaces and biodiversity and does all it can to protect and promote trees and woodland and promoting wildlife.	Ongoing	A Sustainability Checklist has been created and is being applied for planning projects. This list is updated regularly.	G
7d	Support and fund the work of the Welsh Harp Environmental Education Centre.	Ongoing	External funding has been secured for the second year to enhance the current schools programme. The council has funded improved facilities at the centre in 2013 including an outdoor play area.	G
7e	Protect our SSSI (Sites of Special Scientific Interest) at Welsh Harp, and our local nature reserves such as Fryent Park.	Ongoing	Masons Field has now been declared a local nature reserve in September 2013, and was certified organic by the Soil Association in line with the rest of Fryent Country Park. The Brent Reservoir was last assessed as being in a good condition by Natural England in July 2011 (the next assessment is due in 2017), with a good number of breeding birds on both the open water and the lowland fens. However, a development at West Hendon has been approved by Barnet Council and the Mayor of London. The parts of the development which are close to the reservoir may potentially have an impact on nature conservation and the Site of Special Scientific Interest but Brent Council will seek to work with the Developers to minimise this.	A

Appendix 1 Green Charter Progress Report 2

Task No	Details	Due Date	Achievements so far	RAG
7f	Create wildlife corridors where possible (e.g. Fryent Park to Roe Green Park and along railway lines).	Ongoing	Wildlife corridors are part of the planning strategy together with urban greening. This is part of the Council's planning policies.	G
7g	Brent Council is a member of the Pesticide Action Network and has reduced its own pesticide use to a bare minimum.	Complete	The council's policy of reduced pesticide use is being adhered to. Sports, Parks and Cemeteries only use pesticides where it is absolutely necessary.	C
7h	Greater biodiversity and open spaces contribute to improved environmental quality and wellbeing.	Ongoing	Work is continuing on Masons Field, Fryent Country Park to improve the wildlife, access to wildlife and interpretation.' This project was funded through the Heritage Lottery Fund and the Council and a number of conservation groups are actively involved in making this project happen. Full implementation of the herbaceous bedding schemes across the service, giving a much more environmentally friendly bedding scheme with benefits for wildlife and reduction in watering. Extension of the acid grassland at Gladstone park and Fryent Country Park. Extension of meadow grass areas at 4 sites. New dog control orders were amended to walking no more than 4 dogs (from previous 6) to reduce dog fouling rates and encourage more use of open space.	G
7i	The council's parks contribute to improved air quality, both locally and globally.	Ongoing	Parks use sustainable planting (use of perennials and drought-resistant plants) to help adapt to climate change. A newly created Chalkhill park in Wembley was opened in 2013. Vegetation improves the air quality locally and contributes to reducing global CO₂.	G
7j	Parks provide walking routes for local journeys.	Ongoing	Brent Council is encouraging people to walk rather than use motorised transport, in order to reduce carbon emissions and to create a healthier population. The Sports and parks service co-ordinate a network of 'healthy walks' in a number of Brent's parks	G

Appendix 1 Green Charter Progress Report 2

Task No	Details	Due Date	Achievements so far	RAG
7k	London in Bloom.	Ongoing	Brent were awarded certificates in the following categories: Gilt for Large City Park Silver Gilt for Country Park (Fryent Country Park) Silver Gilt for Large Park above 25 acres (Gladstone Park) Gold for Small Park of the Year: (Mapesbury Dell) Brent Council staff member Joanne Winters was declared London in Bloom Apprentice Gardener of the Year 2013	G

Scoring Key

- Red** – nothing in place / not done
- Yellow** – needs help
- Green** – good – no action required



Executive
24 March 2014

Report from the Strategic Director of Regeneration and Growth

Wards affected:
Wembley Central, Tokyngton, Barnhill,
Preston, Stonebridge

Brent Local Plan - Development Management Policies and Alterations to Core Strategy

1.0 Summary

- 1.1 This report presents a draft Development Management Policies document, a proposed set of Minor Alterations to the Core Strategy and proposed changes to the Proposals Map of Brent's Local Plan. Planning Committee considered the report on 19th February and recommends that Executive agree the documents for public consultation starting on 26th May 2014.

2.0 Recommendations

- 2.1 That Executive agrees the draft Development Management Policies document, and the proposed alterations to the Core Strategy, for public consultation starting on 26th May 2014 for 6 weeks.
- 2.2 That the Strategic Director, Regeneration & Growth is authorised to make further editorial changes to the document prior to finally issuing it for public consultation.
- 2.3 That Executive agrees the revised timetable for the preparation and review of Brent's Local Plan as set out in paragraph 3.25.

3.0 Detail

Introduction

- 3.1 Planning Committee considered the draft Development Management Policies and the proposed Alterations to the Core Strategy at their meeting on 19th February 2014 and resolved to recommend to Executive that it be agreed for public consultation subject to some minor changes that have been incorporated into the documentation.
- 3.2 The reasons for producing the Development Management Policies document derive from the need to bring UDP policy, first drafted in 2000 and adopted in 2004, up-to-date. It is the final step in drawing up the folder of Development Plan Documents (DPDs) that will make up the borough's development plan and ultimately supersede the UDP. Planning law requires that planning applications should be determined in accordance with the Development Plan. The National Planning Policy Framework (NPPF) states that local plans are key to achieving sustainable development that reflects the vision and aspirations of local communities. Having a set of up-to-date policies will mean that the council will be in a good position to defend decisions on planning applications, especially on appeal. It will also provide more certainty for developers in proposing development.
- 3.3 The Development Management Policies document will complete the suite of documents that will make up Brent's local plan (the term Local Development Framework is no longer referred to in the National Planning Policy Framework). It sets out policies which are primarily required for determining planning applications, unlike the other documents which comprise the Local Plan such as the Core Strategy, which contains the basic spatial planning and growth strategy for the borough, or the Site Specific Allocations document which sets out planning requirements and guidelines for about 80 individual sites. The Wembley Area Action Plan, currently being examined, provides a detailed planning framework for the Wembley regeneration area. As with the UDP, the DM Policies document is structured under topic headings for ease of use.
- 3.4 There is also a need to make some minor alterations to the Core Strategy, including certain designations on the Policies Map (formerly known as the Proposals Map), to ensure that it is in accordance with both the NPPF and the London Plan, and that it has taken account of some fundamental changes to the Plan's context such as the need to amend the boundaries of Strategic Industrial Locations (SIL) in light of a revised Employment Land Demand assessment.

Current Stage

- 3.5 This round of consultation on a draft Development Management Policies document provides the main opportunity for the local community and businesses to comment upon the proposed policies. The draft development policies must be in accordance with Brent's own Core Strategy as well as the London Plan and the NPPF. The policies have been developed in light of Issues and Options considered and consulted upon prior to the adoption of the Core Strategy, and where new issues have arisen giving rise to new or revised policy, the policy options have been assessed through the Sustainability Appraisal process.

Policies Map

- 3.6 The map forms part of the development plan and was last updated after the Site Specific Allocations were adopted in 2011. Many of the designations currently on it date from UDP adoption in 2004. It is being reviewed now partly because of the new Development Management Policies superseding the UDP saved policies and partly because of the alterations to the Core Strategy. As explained above, changes to the boundaries of SIL are proposed as part of the overall Employment Land review. Other changes to the Policies Map are as a direct result of the review of policies in the DM Policies document. This includes some changes to the boundaries of open space or Primary Shopping Areas for example. There will be a further review of boundaries of Sites of Importance for Nature Conservation after this round of consultation. This review has been delayed because it is important that a survey of habitats is undertaken in the Spring/Summer months. Any amendments to sites or site boundaries will be included at the next stage of the Plan-making process and will be available for comment or objection in the Publication version of the Plan towards the end of the year.

Public Consultation

- 3.7 The council is required to consult upon the Plan prior to its publication and submission to the Secretary of State for examination. Wide publicity will be given to the public consultation. It will be advertised in the local press as well as the Brent Magazine and leaflets will be made available in the council's offices and libraries. The draft Plan and comments forms will be available in Brent libraries and One Stop service offices as well as online.

Summary of Main New Policies / Policy Changes

- 3.8 A number of the changes to policy since the adoption of the UDP in 2004 result from new requirements set out in the Government's NPPF or in the Mayor's London Plan (currently being reviewed). Other changes result from other changing circumstances such as new Government requirements on flooding or relating to the impact of noise for example. In addition there are changes proposed because of local requirements either identified through new evidence or because there is community and political will to make a change, e.g. further limits on betting offices or hot food take-aways.
- 3.9 The following is a summary of the main new policies or changes to policies proposed in the draft plan.

Town Centres, Shopping, Leisure and Tourism

- 3.10 For town centres to be successful it is imperative that they provide a range of uses providing a breadth of products and services to encourage a diverse customer base, and increased footfall. An overconcentration of a particular use harms the diversity, and therefore viability and vitality, of centres. Members and the local community have expressed a wish to address the harm particular uses are having on the vitality of our town centres and the wellbeing of residents. This has informed the following policies:-
- **Betting Shops, Amusement Centres and Pawnbrokers** – In addition to amusement centres, which are currently covered by UDP policy, a policy is proposed (**DMP2**) to prevent an over-concentration of betting shops,

pawnbrokers and pay day lenders in Brent's town centres. These uses have increased significantly in Brent in recent years. Between 2007 and 2013 the number of betting shops in Brent's town centres increased by 41% and the number of pawnbrokers/payday lenders by 171%. It is, therefore, proposed that a cap should be set to prevent an overconcentration of these uses. In addition, to prevent clustering and ensure these uses do not dominate any single length of frontage, a limit is proposed on the proximity of these uses to each other.

- 3.11 Betting Shops, Pawnbrokers and Pay Day Lenders are use class A2, meaning these businesses can open without the need for planning permission in units previously used by financial and professional services (A2), restaurants and cafés (A3), drinking establishments (A4) and hot food takeaways (A5). Although there have been calls for revisions to the use class order, there has been no suggestion that changes will be made in the near future. Given the rapid increase in the number of these uses and the need for expedient action, consideration should be given to introducing an Article 4 Direction, to remove national permitted development rights. Introducing an Article 4 Direction has financial implications, such as loss of fees and potential compensation claims. It is recommended a more detailed report on the implications of introducing an Article 4 Direction is submitted to Planning Committee for consideration.
- 3.12 New policies on hot food takeaways and shisha cafes are proposed which seek to address health inequalities and support the Brent Health and Wellbeing Strategy (2013-2015).
- **Takeaways** - National and regional planning policy and a growing evidence base supports the need to prevent an overconcentration of takeaways due both to health implications, and the fact they detract from the primary retail function of centres and result in cumulative impacts on amenity. Brent residents suffer from health and wellbeing challenges which can be related to a poor diet, including rising obesity levels, particularly amongst young people, cardiovascular disease and diabetes. To promote healthy eating and support the Brent Obesity Strategy (2010) it is proposed to introduce a policy which prevents an overconcentration of takeaways and restricts their proximity to schools.
 - **Shisha cafes** - Tobacco use is still the single greatest cause of preventable ill health and premature mortality both in the UK and in Brent (Department of Health, 2011). The Brent Young Persons Cigarette and Shisha Audit (2012) highlights two thirds of new smokers are young people under the age of 18, and those who start smoking before the age of 16 are twice as likely to continue to smoke as those who begin later in life. The study found students from a school in Brent that had more than one shisha café within a 0.5 mile radius were twice as likely to be current shisha smokers than students from schools that had no shisha cafés within a 0.5 mile radius. In light of this evidence it is proposed to restrict the proximity of shisha cafes to schools.
 - **Frontage** - Policy **DMP2** takes a slightly more flexible approach on uses within the primary and secondary frontage. It is proposed the limit on the proportion of primary frontage in non-retail use increases from 35% to 40%, in recognition that projected demand for comparison floorspace has reduced and that with the exception of Ealing Road Brent's town centres are currently exceeding the limit. This allows for some diversity in use, whilst ensuring retail remains the core

function of Brent's town centres in keeping with the Mayor's draft Town Centres SPG (2013). Furthermore, the policy allows for the redevelopment of unviable peripheral secondary frontage to residential development.

- **Retail impact assessment** – The National Planning Policy Framework sets a default threshold of 2,500 sqm for retail impact assessments, but advises local authorities should consider setting a locally appropriate threshold. Based on an assessment of known proposals relative to the scale of town centres, it is felt that the national threshold would potentially allow for developments which could cause harm to Brent's town centres, and as such a local threshold of 500 sqm gross retail floorspace is required.
- **Meanwhile use** - Bringing empty properties back into use maintains levels of activity on a street, visual attractiveness and supports the vitality of a centre. In recognition of this, it is proposed town centre policy (**DMP1**) states that meanwhile uses will be supported.
- **Neighbourhood centres and isolated shop units** – Many of Brent's neighbourhood centres (small neighbourhood parades located outside of town centres) suffer from high vacancy levels. It is proposed that policy **DMP3** allow unviable shop units to be redeveloped for housing, providing there is equivalent provision within a reasonable walking distance. This approach will protect the provision of essential services, whilst making an important contribution to housing supply.
- **Visitor accommodation** - Due to concerns that applications for apart-hotels are being used as a back door to gain permission for residential or student accommodation, it is proposed policy states conditions will be applied to ensure visitor accommodation is not permanently occupied. Amendments have also been made to the policy to ensure it fully complies with London Plan policy 4.5, by requiring applications for hotel development to be accompanied by an Accessibility Management Plan, and by stating strategic hotel capacity

Built Environment

3.13 Much of the reworking of the Built Environment chapter includes a rationalisation of policy. Policy also refers to more detailed guidance to be contained in draft Supplementary Planning Document 17 (SPD17) on Design in Brent which will also be subject to public consultation alongside the Development Management Policies document. This will be brought to Committee at a future date. The supporting text also refers to relevant policies for determining planning applications included in the London Plan.

- **Urban Design** – A rationalisation of multiple UPD policies is proposed in policy **DMP7**. A reference in the supporting text to London Plan decision making policies on urban design, which are relatively detailed, is included.
- **Design Principles** – Policy **DMP4** is also a rationalisation of multiple UDP policies, including the re-introduction of policy directly concerned with domestic extensions as well as the introduction of criteria setting out requirements for outbuildings.

- **Inclusive and Accessible Design** – Locally appropriate policies regarding accessibility and inclusion are required by the London Plan and are, therefore included in policy **DMP9**.
- **Protecting Amenity** - Policy **DMP10** is to bring together all elements of amenity with reference to other policies or regulations as appropriate. It is intended to be applicable both during construction and over the lifetime of a development.
- **Urban, Greening, Landscaping and Trees** – Policy **DMP11** is applicable to all types of development and introduces the London Plan promotion of urban greening and green roofs.
- **Heritage** –Policy **DMP13** now includes decision making criteria in line with the NPPF for Conservation Areas, Listed Buildings, Sites of Archaeological Interest, Registered Parks and Gardens, Local Heritage Assets and Local Views. The most significant difference is the reintroduction of Listed Building policy criteria.

Open Space

3.14 The most significant change to open space policy was made when the Core Strategy was adopted in 2011, which was to introduce a general policy, expressed as a clear wish of the local community on public consultation, to protect all open space of local value. New policies are partly as a result of this.

- **Protection of Open Space** – Policy **DMP14** rationalises existing policy in accordance with the general policy CP18 in the Core Strategy The council is required to set decision making criteria in line with the London Plan and appropriate to the open space designation. Food growing is also protected and promoted in line with the London Plan. The revised Policies Map will show all open space of local value that should be protected.
- **Enhancing Biodiversity and Access to Nature** – Policy **DMP15** requires that developments must protect and enhance the biodiversity value of a site, with reference to London Plan policy 7.10 and Brent's Biodiversity Action Plan. A review of Sites of Importance for Nature Conservation (SINC) will be commissioned, and the boundaries of sites amended as necessary, before the publication of the draft Plan later this year.
- **Waterside Development** – Policy **DMP16** will be applicable to developments affecting all waterways and is in support of the London Plan's strong promotion of London's Blue Ribbon Network.

Environmental Protection

3.15 New policy content is primarily as a result of new requirements set out in National policy or through the London Plan.

- **Noise & Vibration** – Policy **DMP17** introduces a new consideration of impact of noise generating development on Quiet Areas. These will be defined by

Brent's Environmental Health service. In the meantime, Quiet Areas will be identified for the purposes of the development plan as the borough's main natural open spaces including Fryent Country Park and the Welsh Harp.

- **Air Quality** – There is a new requirement in policy **DMP18** (in accordance with the London Plan) that major development should be air quality neutral and development likely to be used by people vulnerable to poor air quality should not be located in areas with existing very poor air quality.
- **Surface Water** – Policy **DMP21** includes a new requirement that development on sites over 0.5 hectare should include wider surface water management measures. This is a reflection of advice provided through Brent's Surface Water Management Plan. The scope of this policy can be extended when the identification of areas of the borough particularly subject to surface water flooding are appropriately mapped.

Sustainability

3.16 Again, much of the change in this section is as a result of national or regional policy changes.

- **Renewables and Decentralised Energy** – This policy introduces new criteria to require connection to District Energy Networks subject to viability. Policy also requires on-site renewables to be maximised and all opportunities for retrofitting to be considered.
- **Overheating and Cooling** – Policy **DMP23** introduces a hierarchy of design criteria which will be applicable to all new residential developments (excluding conversions where there is no extension).
- **Allowable Solutions** – Criteria are set out in policy **DMP24** to enable decision making when the carbon reduction target is not achieved on site in accordance with London Plan policy 5.2 and the Mayor's Draft Sustainable Design & Construction SPG. To implement this policy, a list of suitable projects needs to be drawn up and capacity to manage the money and projects identified.

Transport

3.17 Much of the transport policy contained in the UDP has been rationalised and simplified to focus on those policies that are particularly relevant to the determination of planning applications.

- **Transport Assessment** – Policy **DMP15** on Transport assessment rationalises what are currently 4 policies in the UDP into a single policy. The requirements for a transport assessment with development remain as before.
- **Parking Standards** – Policy **DMP29** and Appendix TRN1 shows a general, small reduction in parking standards proposed although, in some cases, they have increased e.g., shopping where the standard for food shopping over 2,500 sq m has gone up from 1 space per 100 sq m to 1 space per 60 sq m. The council commissioned consultant's to undertake a study of parking standards and the proposed new standards are based upon their recommendations.

Employment

3.18 It was necessary to commission a new Employment Demand study to inform the review of policy towards Local Employment Sites and this has resulted in a quantum of land being identified that can be released from employment use. Core Strategy policy CP20 deals with the protection of more strategic employment land.

- **Local Employment Sites** – A more flexible approach is proposed in policy **DMP31** for Local Employment Sites with the intention of allowing these sites to contribute to housing supply, and meet the identified need for affordable workspace in the borough. The policy allows the release of Local Employment Sites up to the maximum threshold of 7.5ha, as identified in the Employment Land Demand Study (2013), subject to the following:-
 - a) It being demonstrated there is no current or future demand for the site, as evidenced by the site being vacant despite a thorough marketing exercise at realistic prices for the area being sustained over a 24 month period; or
 - b) The redevelopment of the site for a mixed use scheme incorporating the maximum amount of employment floorspace, which would accommodate the existing employment use or, where the site is vacant, would result in employment space that meets an identified need for affordable workspace in the borough.
- **Office development** - It is proposed policy **DMP32** now stipulates the loss of vacant office floorspace will be subject to the applicant demonstrating it is unviable, by submitting evidence of a thorough marketing exercise at realistic prices for the area, sustained over a 12 month period.
- **Affordable workspace** – The National Planning Policy Framework states that planning policies must set criteria to ensure ‘anticipated needs’ for employment space are met. The Employment Land Demand study (2013) identified a shortage of affordable workspace suitable for SMEs, as such it recommends seeking 10% of floorspace within major schemes to be affordable workspace for SMEs subject to viability (policy **DMP33**)
- **Work-Live development** –The Employment Land Demand Study (2013) identified little genuine demand for work-live development. There is concern this form of development has been used as a means to gain permission for residential development on employment sites. To ensure only genuine work-live developments come forward, it is proposed policy **DMP35** states such developments are to be managed by an organisation committed to their use primarily for employment, as evidenced by a management plan.

Housing

- 3.19 It is important that Brent's detailed policies for considering proposals for new residential accommodation are in line with changing national and regional requirements, as well as ensuring that the council has sufficient detailed criteria for assessing the need for different types of provision. New or amended policy seeks to achieve this.
- **Affordable Housing** – Policy **DMP36** includes decision making criteria in support of policies CP2 and CP21 of the Core Strategy. This policy also sets out our approach to affordable/social rent, which is currently based upon the wording in the National Planning Policy Framework which is that “affordable rented housing must meet the needs of households eligible for social housing, with eligibility determined with regard to local incomes and local house prices...”.
 - **Dwelling Size Mix** – This policy (**DMP37**) also includes decision making criteria and introduces a dwelling size table showing the preferred mix for each tenure. At the present time this is reliant upon the West London Strategic Housing Market Assessment (SHMA) published in 2010, but should be further informed by a borough SMAA.
 - **Maximising Housing Supply** – Policy **DMP38** seeks the most appropriate housing density and, as with policy in the UDP, states that there should not be a loss of housing units but also sets out where exceptions are permitted.
 - **Conversions** – Policy **DMP39** introduces a 130sqm minimum dwelling size for all houses where a conversion is proposed. This is based upon a review of applications determined since the Core Strategy was adopted. Proposals should also comply with Transportation policy DMP29.
 - **Housing Standards** – Policy **DMP40** sets out criteria to ensure the quality of new accommodation, introducing in policy the principle of outbuildings not being acceptable as accommodation. It also sets out the requirement that the Mayor's '1 person 1 bed' unit size must be laid out as a studio. This policy also sets amenity space criteria bringing in the standards from SPG17 and sets requirement for play facilities in large schemes.
 - **Hostels and HMOs** - New policy **DMP41** re-introduces detailed criteria for determining proposals including how to assess whether it meets a need required by policy CP21 of the Core Strategy.
 - **Student Accommodation** – New policy **DMP42** sets out decision making criteria for student Housing in support of policy CP21 of the Core Strategy.

Social Infrastructure

- 3.20 Policy on social infrastructure introduces more detailed criteria so that applicants must demonstrate that a community facility is no longer needed before loss is considered appropriate.
- **Loss of social infrastructure** – To fully comply with London Plan policy 3.1, new policy **DMP44** has been introduced which states that proposals involving loss of social infrastructure without adequate justification or provision for

replacement will be resisted. The policy sets out detailed requirements to justify loss. Alternatively, loss will be acceptable where a replacement facility of at least equivalent quantity and quality is provided.

Core Strategy

- 3.21 Proposed alterations to the Core Strategy are largely as a result of a need to bring it up to date and align it with the NPPF, published in March 2012 and the London Plan, which was published in 2011 but is currently proposed to be altered. The most significant change to the Core Strategy is the proposed de-designation of parts of Strategic Industrial Locations at Northfields Industrial Estate and at Willesden Junction, as shown on the changes to the Policies Map. The other change worthy of note is the categorisation of Church End as a Local Centre rather than Neighbourhood and of Kenton as District instead of Local. A schedule of alterations to the Core Strategy and the reasons for these is provided at appendix 2.

Policies Map

- 3.22 Changes to the map are required for a number of reasons such as the review of Employment Land, the bringing forward of development proposals associated with HS2 at Old Oak, which will affect land in Brent around Willesden Junction, as well as a rationalisation of policy for open space which means fewer designations are required. Some designations are no longer needed, such as the London Bus Priority Network, so policy no longer refers to them and they can be deleted. Most of the proposed changes to the Policies Map are attached as Appendix 3 although those concerned with policy protecting open space of local importance, because it must be shown on a large plan at borough level, will be made available in hard copy at the meeting (an electronic version will be made available in advance of the meeting).

Public Consultation

- 3.23 Appendix 1 sets out in full the draft consultation version of the document. Appendix 2 includes the proposed changes to the Core Strategy and Appendix 3 the changes to the Policies Map. Executive is asked to agree these documents for public consultation, subject to officers making further minor changes such as improving the document's legibility with better images, illustrations, etc. It is proposed that the consultation starts on 26th May for 6 weeks.
- 3.24 Those who wish to respond to the consultation will have the opportunity to do so in detail via the online consultation module, and to make written submissions including by e-mail. All representations made will be taken into account and a responded to before the proposals are brought back to agree for publication and submission to the Secretary of State later this year.

Timetable for Progressing the Local Plan

- 3.25 The timetable for taking the Development Management Policies and Alterations to the Core Strategy forward is set out below. Executive is asked to agree this timetable, together with the timetable for progressing the West London Waste Plan to adoption,

for inclusion in Brent's Local development scheme and to be made available on the council's website:

DM Policies & Alterations to the Core Strategy

Consultation on draft DM Policies & Alterations to the Core Strategy	May/June 2014
Pre- submission Consultation (Publication)	Nov/Dec 2014
Submission following agreement of Full Council	Feb 2015
Examination Hearings	June 2015
Adoption	Nov 2015

West London Waste Plan

Pre-submission Consultation on WLWP	March 2014
Submission following agreement of Full Council	May 2014
Examination	Summer 2014
Adoption	Spring 2015

4.0 Financial Implications

- 4.1 The preparation and ultimate adoption of Development Management Policies, together with the alterations to the Core Strategy, will result in a more up to date statutory Plan which carries greater weight in making planning decisions, which leads to fewer appeals and reduced costs associated with this. It also provides greater certainty for developers who are more likely to bring forward sites for development.
- 4.2 The costs of progressing the DM Policies will be met mainly from Planning & Regeneration budget. A number of studies have been completed to provide evidence to support the proposed policies. However, there is a need for a further study associated with the need to review Sites of Importance for Nature Conservation. Officers have yet to approach consultants to do this work as it has to be undertaken during the Spring or Summer months. It is estimated that this will cost approximately £30,000. To date the total cost of studies associated with bringing forward the Development Management Policies, which have been completed and paid for, is about £100,000.
- 4.3 Additional costs associated with progressing the DM Policies, including examination costs, will depend upon the level of objection when it is published but will not fall on the council until 2015/16. It is anticipated it will be in the region of £50,000. The costs would be contained within the overall cash limited budget for Planning and Regeneration.

5.0 Legal Implications

- 5.1 The preparation of the borough's local plan, including the Development Management Policies, is governed by a statutory process set out in the Planning and Compulsory Purchase Act 2004, and associated Government planning guidance and regulations. Once adopted the Plan will have substantial weight in determining planning applications and will then mean that the UDP is fully superseded.

6.0 Diversity Implications

- 6.1 Full statutory public consultation is being carried out in preparing the Local Plan and an Impact Needs / Requirement Assessment (INRA), which assessed the process of producing the Plan, was prepared and made available in 2008 and has recently been updated.

7.0 Staffing/Accommodation Implications

- 7.1 The timetable proposed for progressing the Plan to adoption is contingent upon the appropriate staffing levels being maintained.

8.0 Environmental Implications

- 8.1 The Development Management Policies deal with development across the whole of the Borough. They will have a significant effect on controlling impacts on the environment including requiring measures to mitigate climate change such as policies to deal with flooding and surface water drainage. Sustainability appraisal is undertaken and updated at all stages of preparing the DPD.

9.0 Background Papers

Brent's UDP, 2004

Brent Core Strategy July 2010

Brent Proposals Map, July 2011

Brent Site Specific Allocations Development Plan Document

The London Plan, July 2011

Draft Further Alterations to the London Plan, January 2014

Contact Officers

Any person wishing to inspect the above papers should contact Ken Hullock, Planning & Development 020 8937 5309

Andy Donald

Strategic Director of Regeneration & Growth

Appendix 1 – Draft Development Management Policies

Appendix 2 – Proposed Minor Alterations to Core Strategy

February 2014

The National Planning Policy Framework (NPPF) was published on 27 March 2012. This sets out the Government's planning policies for England. It is a requirement that Local Plans are consistent with the NPPF and the London Plan. The Core Strategy is central to the Local Plan; therefore, the following minor alterations are proposed to ensure consistency.

Further minor alterations are proposed for consistency with the Development Management Development Plan Document (DMDPD).

N.B New text is in red and underlined. Text to be deleted has been struck through.

Chapter	Policy/Para	Proposed Change	Reason
Throughout	Throughout	Replace reference to Local Development Framework with <u>Local Plan</u> .	To reflect updated terminology in NPPF.
Throughout	Throughout	Update all references to the London Plan to correspond with the updated London Plan.	To reflect updated London Plan.
Throughout	Throughout	Reference to planning obligations replaced with CIL where appropriate.	To reflect the introduction of the Community Infrastructure Levy (CIL), by the Planning Act 2008, and the formal introduction of Brent CIL on 1 July 2013.
Throughout	Throughout	Reference to Planning Policy Statements replaced with NPPF.	To reflect the introduction of the NPPF which replaced Planning Policy Statements.
Throughout	Throughout	Replace reference to saved UDP policies with <u>Development Management policies</u> , and reference to DMDPD being prepared to has been produced.	Remaining saved UDP policies will be superseded by the DMDPD.
Throughout	Throughout	Replace reference to Proposals Map with <u>Policies Map</u> .	To reflect updated terminology in NPPF.
Throughout	Throughout	Replace reference to Strategic Employment Locations with <u>Strategic Industrial Location</u> .	To reflect updated London Plan.
Towards Spatial Planning for Brent: formation of	2.6	In terms of National Policy Brent must comply with <u>the National Planning Policy Framework</u> , a series of Planning Policy Statements, as well as associated circulars, ministerial statements and various strategy documents which generally deal with particular topics or issues. The important and overarching policy statement is PPS 1, Delivering Sustainable Development . This sets out a number of key principles for	To reflect the introduction of the NPPF which replaced PPS1.

the Core Strategy		development to ensure that development plans and decisions made on planning applications contribute to the delivery of sustainable development. In summary the key principles are <u>three dimensions to sustainable development are</u> as follows: 1. Development plans should ensure that sustainable development is pursued in an integrated manner, in line with the principles of sustainable development. 2. Local planning authorities should ensure that development plans contribute to global sustainability by addressing the causes and potential impacts of climate change. 3. A spatial planning approach should be at the heart of planning for sustainable development. 4. Planning policies should promote high quality inclusive design in the layout of new developments and individual buildings. 5. Development plans should contain clear, comprehensive and inclusive access policies – in terms of both location and external physical access. 6. Community involvement is an essential element in delivering sustainable development and creating sustainable and safe communities. • <u>an economic role – contributing to building a strong, responsive and competitive economy, by ensuring that sufficient land of the right type is available in the right places and at the right time to support growth and innovation; and by identifying and coordinating development requirements, including the provision of infrastructure;</u> • <u>a social role – supporting strong, vibrant and healthy communities, by providing the supply of housing required to meet the needs of present and future generations; and by creating a high quality built environment, with accessible local services that reflect the community's needs and support its health, social and cultural well-being; and</u> • <u>an environmental role – contributing to protecting and enhancing our natural, built and historic environment; and, as part of this, helping to improve biodiversity, use natural resources prudently, minimise waste and pollution, and mitigate and adapt to climate change including moving to a low carbon economy.</u>	

Strategic Area Policies	4.44	Wembley will have a modern, service based economy comprising retail, sport, offices, conference facilities, hotels, leisure, tourism and visitor attractors, creative industries and a regenerated industrial estate, supported by training and skills development such as <u>Wembley Works</u> ~~Brentin2Work~~ .	Brentin2Work has been disbanded.
Strategic Area Policies	4.52	Guidance for Alperton growth area ~~will be~~ <u>has been</u> produced in the form of a Masterplan Supplementary Planning Document. The document ~~will establish~~ <u>es</u> principles for development including uses, physical and social infrastructure, the relationship of development with the canal and phasing and delivery.	Alperton SPD was adopted in 2011.
Strategic Area Policies	CP20	~~A further 6.5 hectares of land will be protected for appropriate industrial operations within use classes B1c, B2 and B8 or closely related sui generis uses.~~	Included in error. Falls outside Growth Area and duplicates CP 20.
Strategic Area Policies	CP21	~~9 hectares of land will be protected for appropriate industrial operations within use classes B1c, B2 and B8 or closely related sui generis uses.~~	Included in error. Falls outside Growth Area and duplicates CP 20.
Strategic Area Policies	4.69	~~An~~ draft Opportunity Area Planning Framework has been prepared by the GLA with input from the boroughs and the Partnership.	Framework was adopted in 2011.
Strategic Area Policies	4.73	To facilitate delivery, the council has prepared and will prepare planning guidance for growth areas, such as the Wembley Masterplan, <u>Alperton, Burnt Oak/Colindale</u> and a revised document for South Kilburn. ~~A further documents~~ <u>are</u> is in the pipeline for ~~Alperton, Burnt Oak/Colindale and Church End~~ , while sub-regional guidance ~~is being~~ <u>has been</u> prepared for Park Royal. The intention is to properly consider the capacity of sites in advance and provide certainty for developers and encourage long term planning to respond as economic conditions improve.	To reflect progress in producing guidance.
Maintaining Existing Town Centres	5.3	Town centres are categorised in a hierarchy according to their functions and roles which take account of size, extent of catchment area and the range of shops and facilities provided. Brent's town centres have been re-categorised and divided into ~~four~~ <u>three</u> categories according to their characteristics, the designations set out in the London Plan <u>2011</u> ~~2008~~ and the local strategies of neighbouring boroughs for centres that have shared boundaries. Town Centres which share boundaries with neighbouring London Boroughs are indicated by an asterisk (*). There will be close liaison with neighbouring boroughs to ensure compatibility of policies and proposals for the centres as a whole.	To be in keeping with the NPPF definition of town centres, which states references to town centres excludes small parades of shops of purely neighbourhood significance. To cross reference DMDPD.

		The town centre categories in Brent are: • Major Town Centres within London; • District Centres (called Main District Centres in the UDP 2004); • Local Centres (called Other District Centres in the UDP 2004). <u>Outside of town centres</u> Neighbourhood Centres (called Local Centre in the UDP 2004), ~~is the fourth centre category in the hierarchy, . Centres falling in this category~~ have small catchment areas and usually provide services to the immediately surrounding population. <u>Development Management DPD policy x applies to Neighbourhood Centres.</u>							
Maintaining Existing Town Centres	5.6	Town centres are dynamic and will continue to evolve so that their relative positions in the hierarchy can change over time. The hierarchy of centres within Brent has been monitored regularly. Recent surveys have observed some positive changes in the characteristics of Colindale, <u>Kenton</u>, Wembley Park, Preston Road and Neasden town centres acknowledging a need to review their positions in the hierarchy. These <u>five</u> ~~four~~ town centres have therefore been elevated from the category of Other District Centre in the UDP 2004 to District Centre. <u>Recent surveys also observed Church End now displays the characteristics of a local centre. Church End centre is therefore included in the hierarchy as a local centre.</u> <table><tr><th>Major Town Centres</th><th>District Centres</th><th>Local Centres</th></tr><tr><td> • *Kilburn • Wembley </td><td> • *Burnt Oak • *Colindale/ <u>The Hyde</u> • *Cricklewood • Ealing Road • Harlesden • <u>*Kenton</u> • Kingsbury • Neasden • Preston Road • Wembley Park </td><td> • <u>Church End</u> • Kensal Rise • Queen's Park Sudbury • ~~*Kenton~~ </td></tr></table>	Major Town Centres	District Centres	Local Centres	• *Kilburn • Wembley	• *Burnt Oak • *Colindale/ <u>The Hyde</u> • *Cricklewood • Ealing Road • Harlesden • <u>*Kenton</u> • Kingsbury • Neasden • Preston Road • Wembley Park	• <u>Church End</u> • Kensal Rise • Queen's Park Sudbury • ~~*Kenton~~	To reflect changes to the town centre hierarchy in the London Plan (2011), and the findings of the Town Centre Background Report (2013) which provides supporting evidence to the DMDPD.
Major Town Centres	District Centres	Local Centres							
• *Kilburn • Wembley	• *Burnt Oak • *Colindale/ <u>The Hyde</u> • *Cricklewood • Ealing Road • Harlesden • <u>*Kenton</u> • Kingsbury • Neasden • Preston Road • Wembley Park	• <u>Church End</u> • Kensal Rise • Queen's Park Sudbury • ~~*Kenton~~							

		Willesden Green	
Maintaining Existing Town Centres	5.7	National guidance (~~PPS 4~~), and London Plan policies, including the sequential approach to site selection, the potential impact on existing centres and the accessibility of the location;	PPS4 superseded by NPPF.
Maintaining Existing Town Centres	CPI6	Town Centres and the Sequential Approach to Development In identifying potential sites, and in considering proposals for major new retail and other town centre uses in Brent, the following sequential test order of centres will be applied. Major Town Centres (Wembley and Kilburn) District Centres Local Centres Neighbourhood Centres Out-of-centre locations	To comply with the sequential test as defined in the NPPF, which states main town centre uses are to be located in town centres, then in edge of centre locations and only if suitable sites are not available should out of centre sites be considered.
Protection and Conservation	CPI7	The distinctive suburban character of Brent will be protected from inappropriate development. ~~The council will bring forward design guidance that limits development, outside of the main town centres and away from corner plots on main road frontages, which would erode the character of suburban housing.~~ Development of garden space and infilling of plots with out-of-scale buildings or extensions that do not respect the settings of the existing dwellings will not be acceptable.	To be covered by DMDPD policy rather than separate guidance. To clarify policy applies to extensions.
Tacking Climate Change and Achieving Sustainable Development	5.32	~~Major applications will be required to submit an accompanying sustainability checklist to demonstrate how the expected level of performance will be achieved.~~	Sustainability checklist is no longer a requirement. Instead checklist is covered by policies in DMDPD.
Tacking Climate Change and	5.34	~~The London Plan requires each council in London to designate a site for a ZED and the Mayor of London has included a number of policies (4A.1 – 4A.11) that address climate change and related sustainability issues in developments. These~~	No longer a requirement of the London Plan.

Achieving Sustainable Development		~~include the energy hierarchy which sets out the preferred approach to energy supply in new development. The council will bring forward sites considered suitable for low/zero carbon development in the Site Specific Allocations DPD.~~	
Tackling Climate Change and Achieving Sustainable Development	CP 19	In all areas, <u>major proposals are required to achieve a minimum</u> rating of Code Level 3 ~~should be achieved~~ . For non-residential, a rating of BREEAM 'Excellent' is expected, or the equivalent on any 'Code for Sustainable Commercial Schemes' (when forthcoming).	Clarity.
Dealing with Waste	5.43	~~Whilst the council is not aware of exploitable mineral deposits in the borough, policy to deal with any application to extract minerals will be set out in the Development Management Policies DPD.~~	There are no existing mineral extraction sites in the borough. Should any proposals come forward these will be assessed against relevant Sustainability and Environmental Protection policies in the DMDPD.
Maintaining Employment outside of Growth Areas	5.49	<u>SIL and LSIS</u> Indicative boundaries of Strategic Industrial Locations are <u>shown on the Policies Map</u> ~~included within the West London Sub-Regional Development Framework~~ . As an exception to the policy of protecting SIL for employment uses, small scale service or shopping facilities meeting the needs of businesses and employees are generally appropriate.	To reflect revised terminology.
Maintaining Employment outside of Growth Areas	5.52 – 5.53	The ~~Industrial~~ <u>Employment</u> Land Demand Study ~~2008~~ <u>2013</u> calculated the amount of strategic industrial and warehousing land the borough needs to meet demand ~~in the plan period - this is 327~~ <u>to 2029</u> <u>375</u> Ha. The council will continue to protect industrial and warehousing land for which there is a demand. The council's <u>2013</u> ~~2008~~ study shows those sites that the council proposes to release for mixed development, and the study justifies those releases.	To reference updated Employment Land Demand Study.
Maintaining Employment outside of Growth Areas	5.54	The following designated employment areas are identified on the <u>Policies Map</u> ~~proposals map~~ :	To reflect revised terminology.
Maintaining	5.57	Outside of the hierarchy of Strategic Industrial Locations and Locally Significant Industrial Sites are a number of pockets of land that are more "local" in nature and are	To ensure terminology is

Employment outside of Growth Areas		generally embedded within the residential fabric of the borough. These areas perform a different function to both Strategic Industrial Locations or Locally Significant Industrial Sites as they usually entail a more intensive use of land, may present localised environmental issues, generate local employment opportunities across the borough and provide workspace for new and emerging enterprise. These are referred to as Local Employment <u>Sites Areas</u> and are not afforded the same level of protection as Strategic Industrial Locations or Locally Significant Industrial Sites. Policy relating to development within these Local Employment <u>Sites Areas</u> is saved in the <u>Development Management DPD UDP-2004 (policy XX EMP9)</u> .	consistent with DMDPD and cross reference.
Maintaining Employment outside of Growth Areas	5.58	~~Brent's 2013 Employment Land Demand Study~~ <u>ies of 2006 and 2008, and the GLA's Office Policy Overview publications, suggest that the borough can capture some of the long term sub-regional demand for office space, as a result of the regeneration of Wembley. It also identifies there is likely to be demand for office space in Park Royal as the Vision for Park Royal is realised.</u> ~~demand suburban outer London can recapture elements of the prime office market due to its proximity to commuter areas (i.e. workforce), relatively lower land values and good public transport accessibility to the City. The London Office Policy Review 2012 2007 predicted that, found Park Royal and Wembley present the best opportunity for new office provision in the Borough, jobs within the Financial and Business Services sector would increase by almost 10,000 to 2026.~~	To reference updated Employment Land Demand Study and London Office Policy Review.
Maintaining Employment outside of Growth Areas	5.63	1.1 Using planning obligations, the council will seek to ensure that skills, training and, ultimately, employment opportunities from major development, will benefit local people by working together with partners such as <u>Wembley Works</u> ~~Brentin2Work~~ .	Brentin2Work has been disbanded.
Maintaining Employment outside of Growth Areas	CP20	1.2 Maintaining Employment Strategic Industrial Locations and Locally Significant Industrial Sites The council will protect Strategic Industrial Locations designated for industrial employment uses characterised by use classes B1, B2 and B8, or Sui Generis uses that are closely related, having regard for the provisions of Preferred Industrial Locations and Industrial Business Parks within the London Plan. The council will protect Locally Significant Industrial Sites for the same range of uses as SILs.	Clarification Structure of sentence implied Park Royal is a town centre site. It isn't but designated as an Industrial Business Park in the London Plan, and therefore an appropriate location for offices.

		B1 office space is acceptable in SIL and LSIS where it is ancillary to other industrial and warehousing uses and any necessary transport infrastructure required to support development is properly assessed and provided in time for occupation. The regeneration of Strategic Industrial Locations and Locally Significant Industrial Sites is supported where proposals will not undermine the employment land hierarchy. Redevelopment will be expected to: • Maximise opportunities to move freight by non-road means (such as water and rail) and minimise the impact of industrial and employment use on the road network. • Provide opportunities for skills training, and employment for local people. • Provide new employment floor space that is fit for modern usage for a range of B use classes including business parks, 'starter' and 'move on' units for small and medium enterprises, and studios for artists and cultural and creative industries. • Intensify land use, including the efficient movement and use of loading and delivery areas. • Deliver significant environmental improvements in terms of the public realm and landscaping of employment areas and industrial estates; and • Minimise and mitigate any impact from development upon surrounding land uses. <u>Offices</u> Purpose-built offices are promoted in town centres, and the Wembley Regeneration Area, <u>the First Central site in Park Royal</u> and are acceptable otherwise where proposals fulfil the requirements of the sequential approach, such as the First Central site in Park Royal.	
Planning for More and Better Housing	5.85	~~The proposed revision of the London Plan will set specific borough targets for sites and pitches, in accordance with the requirements of Circular 1/2006 'Planning For Gypsy and Traveller Caravan Sites' (CLG, 2006), which will be addressed in the Development Management Policies DPD. This proposed DPD may be further informed by a potential sub-regional (West London)~~	To reflect updated policy position and guidance on traveller sites.

		accommodation strategy which would better reconcile current provision, projected future needs and potential capacities in a manner similar to the wider London Housing Capacity Study (2005) and the current London Strategic Land Availability Assessment. Circular 1/2006 and London Plan Policy 3A.14 require that this Core Strategy should have a specific policy to protect existing authorised sites and set out the criteria for the determination of any application for additional sites. Such sites should promote the development of socially inclusive local communities in accordance with PPS 3: <u>Planning policy for traveller sites (CLG, March 2012) requires boroughs to set criteria-based policies as a basis for planning applications.</u> 1.3	
	5.98	1.4 Community and cultural facilities (<u>also referred to as social infrastructure</u>) add value and support to community participation and development.	To reflect updated terminology in London Plan.
Protecting Community and Cultural Facilities	5.101	<u>Brent Community Infrastructure Levy (CIL) was formally introduced from 1 July 2013. The CIL is a new power which enables a charge to be levied on new development in order to fund infrastructure that is needed to support development. The council's intention is to use CIL for the provision of new community facilities. Planning Obligations (also known as S106 agreements) will continue to provide a valuable means of securing other site specific mitigation required in order to make developments acceptable in planning terms. Planning Obligations will be used to secure community facilities where existing provision is lost through development proposals and compensatory provision is required. Further information on where developer contributions may be applied is set out in the council's S106 Planning Obligations Supplementary Planning Document.</u>	To reflect the introduction of the Community Infrastructure Levy (CIL), by the Planning Act 2008, and the formal introduction of Brent CIL on 1 July 2013.
Protecting Community and Cultural Facilities	CP23	<u>The council will use existing S106 and new CIL contributions from development to improve the provision of community facilities in the borough. New planning obligations will only be used to secure community facilities where existing sports provision is lost through development proposals and compensatory provision is required.</u> New multi-functional community facilities (excluding schools, health facilities) should	To reflect the introduction of the Community Infrastructure Levy (CIL), by the Planning Act 2008, and the formal introduction of Brent CIL on 1 July 2013.

		be provided at a rate of 370m ² per 1000 new population.				
Delivery and Monitoring	Strategic Objective 2	Number of placements made by Brentin2Work each year.				Brentin2Work has been disbanded.
Delivery and Monitoring	Strategic Objective 7	Wheelchair adaptable.	10% of 10 units +	No. of completed new homes that are wheelchair adaptable. When: Annually	London Plan Policy ~~3A.5~~ <u>3.8</u>	To reflect changes in London Plan.
		Lifetime homes.	100%	No. of completed new homes built to lifetime home standards. When: Annually	London Plan Policy ~~3A.5~~ <u>3.8</u>	
Delivery and Monitoring	Strategic Objective 10	Installation of Sustainable Urban Drainage systems in new development.	Appropriate major proposals should secure SUDs or apply water retention or harvesting measures.	Applications which include SUD measures. When: Annually	London Plan Policy <u>5.13</u> ~~4A.14~~	To reflect changes in London Plan, whilst ensuring CP 19 continues to be monitored effectively. Energy and feasibility assessments are a validation requirement. Not necessary to monitor.
		~~Application of the GLA's energy hierarchy in order to secure high levels of renewable energy generation in Growth Areas~~ <u>Achievement of Code for Sustainable Homes and</u>	~~All major proposals should submit energy and feasibility assessments and apply Mayor's energy hierarchy. Major proposals to achieve 20% carbon reduction through renewable energy requirements or secure carbon~~	~~Number of applications includes energy and feasibility assessments. All Large schemes over 100 units to secure onsite renewable energy generation by type and energy generated (where available as GLA~~	~~CP19, London Plan Policies 4A.4 & 4A.7~~	

		<u>BREEAM levels.</u>	offset payment.	hierarchy).		
			<u>All major residential proposals in growth areas should achieve Code Level 4, and Level 3 outside of growth areas. All major non-residential proposals should achieve BREEAM excellent.</u>	<u>Number of major residential developments consented set to achieve Code Level 3, or 4 in growth areas. Number of major non-residential developments consented set to achieve BREEAM excellent.</u> When: ongoing		
Delivery and Monitoring	Strategic Objective 3	Core Output Indicators:				To reflect changes in London Plan.
		Production of secondary / recycled aggregates.	A minimum 10% of inputs for key standard components coming from recovered sources.	Number of schemes involving demolition and redevelopment which apply the ICE Demolition Protocol. When: Annually	London Plan policy 4A.28	
		Local Output Indicators:				
		Safeguard existing waste facilities and	*Net increase of waste facilities *No net loss of	Planning approvals p.a.	London Plan policy 4A.22- <u>5.17</u>	

		secure land for new waste operations.	existing waste facilities.	When: Annually		
		Waste stream: recycled or composted	~~35% of municipal waste recycled by 2010 and 45% by 2015~~ and 50% by 2020 (in line with the London Plan)	Amount of municipal waste recycled or composted. When: Annually	London Plan policy 4A.21 5.16	
Annex	Appendix A Superseded UDP Policies	Appendix A deleted in its entirety.				Upon adoption of the DMDPD and Wembley Area Action Plan all saved UDP policies will be superseded.
Annex	Appendix B Glossary	District Centres ~~District centres will usually comprise groups of shops often containing at least one supermarket or superstore, and a range of non-retail services, such as banks, building societies and restaurants, as well as local public facilities such as a library.~~ <u>Distributed more widely than Major centres, these centres provide convenience goods and services for more local communities and are accessible by public transport, walking and cycling. Typically they contain 10,000–50,000 sq.m of retail floorspace. Some District centres have developed specialist shopping functions.</u>				To reflect updated definition in London Plan.
Annex	Appendix B Glossary	Local Centres ~~Local centres include a range of small shops, of local nature, serving a small catchment. Typically, local centres might include, amongst other shops, a small supermarket, a newsagent, a sub-post office, and a~~ <u>pharmacy and other useful local services.</u> ~~Other facilities could include a hot-food takeaway and launderette.~~				To reflect updated definition in London Plan.
Annex	Appendix B Glossary	Major Town Centres ~~They are the principal centres in a local authority's areas which function as important service centres, providing a range of facilities and services for extensive catchment areas.~~ <u>They generally contain over 50,000 sq.m of retail floorspace with a relatively high proportion of comparison goods relative to</u>				To reflect updated definition in London Plan.

		<u>convenience goods. They may also have significant employment, leisure, service and civic functions.</u>	
Annex	Appendix B Glossary	Sequential Approach National planning policy set out in for example, Planning Policy Statement 4: ~~Planning for Sustainable Economic Growth (PPS 4)~~ <u>The National Planning Policy Framework establishes where local planning authorities should apply a sequential approach</u> to identify, allocate or develop certain types or locations of land before others. For example, ~~brownfield housing sites before greenfield sites, or town centre retail sites before out-of-centre sites.~~ <u>by requiring applications for main town centre uses to be located in town centres, then in edge of centre locations and only if suitable sites are not available should out of centre sites be considered.</u>	To be in keeping with the sequential test as defined in the NPPF.
Annex	Appendix B Glossary	<u>CIL Community Infrastructure Levy</u>	Due to the introduction of the Community Infrastructure Levy (CIL), by the Planning Act 2008, and the formal introduction of Brent CIL on 1 July 2013.
Annex	Appendix C List of supporting documents	<u>Employment Land Demand Study 2013</u>	Updated Employment Land Demand Study.

Appendix 3 - Proposed changes to the Policies Map

This page is intentionally left blank

 Brent	Executive 24 March 2014 Report from the Strategic Director of Regeneration and Growth and Acting Director of Children and Families
Wards affected: ALL	
School Expansion Programme – Revised School Expansion Strategy	

1.0 Summary

- 1.1 The Council's statutory duty to ensure it can offer a school place to every child that applies for one. A draft revised School Expansion Strategy for 2014-2018 has been prepared for consultation. The Strategy identifies the projected shortfall of primary, secondary and SEN places over the coming years and outlines key principles that could be used to address the shortfall as part of a coherent education strategy for Brent.

2.0 Recommendations

The Executive is recommended to:

- 2.1 Approve the draft School Expansion Strategy 2014-2018 for consultation purposes in line with the consultation plan set out in paragraph 3.6 of this report.
- 2.2 Delegate authority to the Strategic Director of Regeneration & Growth in consultation with the Director of Legal & Procurement and the Lead Member for Regeneration & Growth to approve the pre-tender considerations for the Temporary School Expansion Programme 2014-15.

3.0 Detail

Draft School Expansion Strategy 2014-18

- 3.1 Members will be aware from earlier reports that it is the Council's statutory duty to ensure it can offer a school place to every child that applies. As reported to the Executive in February 2014, a revised set of GLA pupil projections has been received along with additional capital funding for the provision of school places. It is necessary therefore to revise the school expansion programme last approved in August 2012 (with subsequent updates to Members) to adopt a more strategic approach and ensure that the resulting programme meets projected demands and reflects current priorities. The draft revised School Expansion Strategy provided as appendix 1 sets out the current position in respect of school place demand in the primary, secondary and SEN sectors as well as the proposed principles to be used in devising any future programmes to address that demand. Members are asked to approve the draft strategy for consultation.
- 3.2 This draft revised strategy is underpinned by a commitment to improving the educational outcomes of all children and young people in Brent and attempts to link school organisation and expansion to school improvement. It sets out a draft set of aspirations as follows to underpin the strategy:
- All Brent schools should be good or outstanding
 - All Brent schools should be part of a 'family of schools' which promotes resilience, mutual support and improvement
 - The council and schools should work together to meet the challenge of providing sufficient school places
 - Schools should operate in good quality, safe premises
 - Children should be educated close to home
 - Schools should work with their local communities
 - Meeting the needs of children with special educational needs and disabilities should be central to our vision for education in Brent
 - We should make efficient use of resources
- 3.3 The draft strategy discusses each of these aspirations in turn and how they might be realised and proposes (for consultation) a set of principles which would then determine decision-making on future schemes, whether expansions (temporary or permanent) or new build.
- 3.4 The strategy includes both a summary of demand for school places and a more detailed account of the methodology and demand (for primary) by planning area. This is in order to provide Members with an accurate position of the total school place demand and capacity. The draft strategy is deliberately cautious in assuming that while existing and planned temporary/bulge classes will work through the system, given the reliability of predicted increases in school rolls, future expansion should be provided as permanent capacity as the educationally preferable route.

- 3.5 The strategy provided with this report is based on the provision of permanent primary school capacity from 2015-16 academic year onwards. The strategy does however outline how additional temporary capacity could be created if projections were to change and additional places be required at shorter notice, recognising that even within an overall upward trend, there can be fluctuations.

Consultation

- 3.6 Consultation on the draft revised strategy is important to ensure all partners are engaged and all developments are undertaken openly on the basis of agreed principles. Members are asked to approve the consultation plan outlined within the strategy. In summary, this includes consultation with a wide range of stakeholders on the strategy between March and July, detailed consultation with individual schools that may be proposed for expansion before the school summer holidays in July and a further report to Members on the urgent priorities in the September 2014 Executive committee meeting with a full programme of proposed projects along with the final strategy in October 2014.

Current Position of Children Out of School and Vacancies

- 3.7 Members have regularly been provided with updates on the current number of children without a school place. Table 1 below confirms that in the current academic year all children who have applied for a place have been offered one. Since the last report to Members in February 2014, approximately 20 applications have been received each week for primary school places.

Table 1: Children out of school and vacancies

Year Group	Number of out of school children as of 03/03/2014*	Number of children who have not been offered a school place as of 03/03/2014	Vacancies as of 03/03/2014
REC	25	0	53
YR 1	17	0	20
YR 2	15	0	29
YR 3	7	0	50
YR 4	17	0	35
YR 5	16	0	38
YR 6	15	0	53
TOTAL	112	0	278

Note:

*These children have been offered a school place but are out of school. This may be because their parents choose not to accept the place offered to them for a variety of reasons. The Council's statutory duty is to offer a place to the child. In reception, 15 of the 25 children are not yet of statutory school age and 10 children have been referred to the Education Welfare Service.

Procurement of Temporary School Expansion Programme

- 3.8 Members are asked to delegate authority to the Strategic Director of Regeneration & Growth in consultation with the Director of Legal & Procurement and the Lead Member for Regeneration & Growth to approve the pre-tender considerations for the Temporary School Expansion Programme 2014-15. Based on the aggregation of values the works contract requirement for this programme would exceed the £500k threshold for high value contracts and require Executive approval to procure as well as to award the contracts.
- 3.9 A High Value procurement is required under Contract Standing Orders to be reported to members at both the award stage and at the pre-tender stage. For the latter, certain pre-tender considerations as listed in Contract Standing Orders require approval before the procurement starts. One of those pre-tender considerations is approval of the nature of the contract, including identification of the sites. This piece of work is still being scoped following approval of the programme at the February Executive. The full extent of information required for the pre-tender considerations cannot be available for the March Executive but is expected to be available at the beginning of April. In order to continue with procurement activities and ultimately ensure tenders are received in sufficient time for works to be completed before the start of term on 1 September 2014, it is considered necessary for the Executive to delegate authority to officers to approve the detail of the works procurement in the required timeframe.

4.0 Financial Implications

- 4.1 The recommendation to approve the draft School Expansion Strategy 2014-2018 for consultation purposes does not carry significant financial implications. However, on the basis of the agreed strategy a programme of works will be compiled to meet demand that will include anticipated costs of proposals against secured and unsecured (forecast) funding sources. The proposed programme of works will be submitted to a future meeting of the Executive.
- 4.2 On 19 December 2013 the Education Funding Agency announced the Basic Need capital grant allocations for Brent as £40.95m across 3 years (2014/15, 2015/16 and 2016/17). As such, the Council has now received Basic Need Grant allocations totalling £135.98m since 2011 and has secured a further £11.11m through S106, school and diocesan board contributions and the council's own capital programme to meet the costs of providing additional school places.
- 4.3 The costs of providing school places are difficult to predict for the future, particularly as currently construction costs are rising at a rate significantly in excess of inflation. Initial estimates of costs to meet demand based on historic information are in the region of £213m which indicates that there will be a

significant shortfall in funding in excess of £65m. This summary position will be updated regularly to Executive as future cost forecasts are refined.

- 4.4 The revenue funding for schools is based on an annual census of pupil numbers, in line with the National Funding Formula. If, at the request of the Local Authority, a school takes on additional pupils, bulge classes, expansions and new provision in satellites after the census has been taken, the school will receive funding from the Council's Dedicated Schools Grant (DSG). This funding is for a full class for the remainder of the financial year and the following financial year and has been put in place to ensure that schools are not adversely affected by agreeing to expand. The funding has been set at differing rates dependent on the nature of the expansion, where schools will receive £3,300 per pupil or £3,600 per pupil if they are placed in an annexe or off site building to the school. The funding model and budget for expansions is agreed by the Brent Schools Forum on an annual basis and has been accounted for within the DSG deficit recovery plan, which is due to breakeven in 2014/15.
- 4.5 The total estimated cost of the proposed programme of Temporary School Expansion 2014-15 providing 15 classes at £2.02m can be met from existing secured Basic Need capital grant allocations and is within existing cashflow forecasts for temporary places provision.

5.0 Legal Implications

- 5.1 Under sections 13 and 14 of the Education Act 1996 (as amended by the Education Acts 2006 and 2011), a local education authority has a general statutory duty to ensure that there are sufficient school places available to meet the needs of the population in its area. The Local Authority must promote high educational standards, ensure fair access to educational opportunity and promote the fulfilment of every child's educational potential. It must also ensure that there are sufficient schools in their area and promote diversity and increase parental choice. To discharge this duty the Local Authority has to undertake a planning function to ensure that the supply of school places balances the demand for them.
- 5.2 As a contingency, to support the admission to school of children as quickly as possible, the In Year Fair Access Protocol has been revised and schools and the Unions have been consulted on a new proposed Protocol. The new Protocol is now in place and allows for the admission of children over schools planned admission numbers in the event that a school place is not available. Schools will not be required to maintain classes over the planned admission number but will revert to the usual admission number when children leave.
- 5.3 Statutory proposals are required for a proposed enlargement of the school premises that would increase the capacity of the school by both more than 30 pupils and 25% or 200 pupils (whichever is the lesser). Proposals may also be required for some cumulative expansions and a review of any other enlargements that were made without the need for statutory proposals would

need to be made before determining if statutory proposals would be required. This means adding those enlargements made:

- in the 5 year period that precedes the proposed expansion date
- since the last approved statutory proposal to enlarge the school (within this 5 year period)
- exclude any temporary enlargements (ie. where the enlargement was in place for less than 3 years)
- add the making permanent of any temporary enlargement

- 5.4 Under current admissions code children can be admitted above the Published Admission Number (PAN). For community/voluntary controlled schools the LA as admission authority must consult the Governing Body of the school where it proposes to either to increase or keep the same PAN.
- 5.5 Under Section 19 of the Education Act 2006 and School Organisation Regulations the Authority can decide to propose an enlargement, follow the statutory process and resolve to do without requiring consent of Governing Body whose redress would be to object to the schools adjudicator.
- 5.6 The proposed procurement of works contracts in order to carry out extension and/or conversion works at sites proposed for the provision of temporary school places involves a High Value procurement (above £500,000 for works). Even though the contracts will be let as individual contracts per site, Contract Standing Orders require that works of a similar type are aggregated in assessing the value of the procurement and which CSO procedural rules are followed.
- 5.7 High Value procurements require Executive approval of both the pre-tender considerations as set out in Contract Standing Orders and approval of the award. At its meeting in February, the Executive granted an exemption from the usual requirement for pre-tender considerations to be approved before a procurement starts, so that an advert could be placed and expressions of interest received, on the basis that the pre-tender considerations will be approved at the March Executive. However officers are still not in a position to do this for the March Executive, and so it is proposed that the decision to approve the pre-tender considerations is delegated. It is within the power of the Executive to do this when satisfied that it is in the best interests of the Council.
- 5.8 With schools increasingly being outside local authority control, such that they own their own land, a number of the projects outlined in this report may involve the Council managing building projects on land that it does not own. Where necessary, the Council will enter into agreements with the school/s which will give the Council a licence or lease to build, also recognises the Council's project management role and the school's right to review key stages of the works.
- 5.9 Even with community schools running satellite sites, consideration should be given to the governing body of the school having an agreement or licence of the Council premises forming the satellite site. Although community schools do not own their own land and have only an implied licence of the main school

sites, it may be sensible for a written licence to be in place for the satellite site to make the clear maintenance and repairing obligations.

- 5.10 Given there is a presumption that any new school site provided by a local authority would be for a sponsored Academy a local authority would in general be expected to be grant a 125 year lease at a peppercorn rent to the Academy. This approach is intended to be consistent with the existing Guidance on community schools converting to Academies where a local authority grant to the new Academy a 125 lease of the community school site at a peppercorn rent. If in the alternative a local authority is asked by the Department of Education to provide a new site for a Free School it would also be expected to grant a peppercorn lease to the Free School in accordance with Department of Education Guidance updated January 2014.

6.0 Diversity Implications

- 6.1 The draft Strategy aims to address equality issues around social disadvantage and disability. This will need to be tested during the consultation period and will be assessed as part of the feedback on the consultation process and final proposals. An Impact Needs/Requirement Assessment (INRA) has been prepared.

7.0 Staffing/Accommodation Implications

- 7.1 None for the immediate purpose of this report however the establishment of a significant number of new school places brings a requirement for additional teaching and non-teaching staff. This may require the use of agency staff to fill posts that cannot be recruited permanently in time for the new school term.

Background Papers

Contact Officers

Cheryl Painting
Capital Programme Manager
Property & Projects, Regeneration & Growth
Cheryl.painting@brent.gov.uk
020 8937 3227

Richard Barrett
Operational Director – Property & Projects
Regeneration & Growth
Richard.barrett@brent.gov.uk

Andy Donald
Strategic Director of Regeneration & Growth

Sara Williams
Acting Director of Children & Families



LONDON BOROUGH OF BRENT SCHOOL EXPANSION STRATEGY - 2014-18

Draft for Consultation

March 2014

1. Introduction

This draft strategy sets out a proposed approach to providing school places in Brent. It builds on the work undertaken over the last eight years to expand school provision in the borough, in particular the plan set out for the expansion of primary provision in August 2012. This strategy however attempts to establish a wider set of principles and objectives for the organisation of schools and is therefore subject to wider consultation and intended to promote discussion and debate across stakeholder groups.

Following consultation, the final strategy will inform a detailed plan to be considered by the Executive in October 2014. Details of the consultation process are set out in section 8.

2. Context

The context for the development of this strategy is one of:

- **Rising demand for school places.** The projected numbers are set out in Section 6 of this report but the backdrop is an overall increase in population due to housing developments, in-migration and rising birth rates. In the Census, between 2001 and 2011 the number of under fives in the borough increased by 37.7%. Brent therefore has one of the youngest populations in the country, with 28.8% of the population being under 18. The local authority has managed to keep pace with demand for primary school places (where the main pressure has been) but only just, resulting in delays in accessing school for small numbers of new entrants to the borough and in some parents having to transport pupils to schools in other parts of the borough when local schools are full. This report demonstrates that the need for school places will continue to grow.
- **Changing composition of the population.** Brent has one of the most diverse population in London, with over 140 home languages currently recorded among our school children. This diversity is not a fixed picture but rather there are rapid changes to the population. For example, schools in the north of the borough where as many as three quarters of the pupils were of Indian origin a few years ago would now see a much lower percentage, with increased proportions from eastern European groups. Since 2008 the number of Romanian pupils has increased from 96 to 1060 pupils. The population is mobile, with nearly 2400 school age children arriving in year in 2013.
- **Increasing population density and a limited supply of land.** In common with the rest of London, population density in Brent is increasing, land values

are high and there are a number of competing pressures for such land as is available. In 2011, over a quarter of households were recorded as being overcrowded. While there is still a 'north south divide', with the schools in the south of the borough generally being on much smaller sites, inner city phenomena such as congested streets and multiply occupied homes are moving northwards. The extent of planned and anticipated housing developments indicate that the density of the borough will only increase.

- **High aspirations, often in the context of deprivation.** While the proportion of pupils in our schools who qualify for the pupil premium is about average for London, using broader demographic data the borough is in the top 15% of the most deprived areas of the country and using the current means of measurement, around a third of children live in poverty. While adult skills levels are low - 25% have a NVQ level 4, compared to 38.6% across London – both the more established and emerging communities in Brent place a high value on education and rightly see their children's education as a key part of the path to prosperity for their family. The highest performing Brent schools show that social disadvantage is no barrier to high achievement, but the context of high mobility and deprivation can be challenging for schools.

Brent's schools are currently organised as follows:

All-through 3 to 18	Primary				Secondary	Special
	3-11	Nursery	Infants	Juniors		
3	44	4	8	8	12	4

In terms of their status, this breaks down as follows:

Status	Community	Voluntary aided	Foundation	Academy
Primary	42	20	1	1
Secondary 11-18	0	3	1	10
All-through 3 to 18	0	0	0	3
Special	4	0	0	0
Total	46	23	2	14

This is a fast changing picture, with an additional primary school due to become an academy in June 2014 (Gladstone Park), Woodfield Special School due to become an academy in April 2014 and Copland Community School due to become an academy in September 2014. In addition there are up to three secondary 'free schools' opening in the borough in September 2014, one of which has its funding agreement in place, Michaela Community School in Wembley.

3. What are the Council's duties in relation to school place planning?

While schools themselves are increasingly autonomous and the government plays a direct role in the establishment and running of academies and free schools, the council retains the statutory responsibility to ensure that there are sufficient school places available for all Brent children and young people who need one. It retains too the duties set out in the Education Act 1996 to promote high standards and ensure equal access. The council has overarching responsibilities for school admissions, co-ordinating admissions at reception (age 4) and at secondary transfer (11 plus), aiming to meet parental preference.

In addition to securing school places for pupils aged 5-16, the local authority has related statutory responsibilities in relation to:

- **Children and young people with special educational needs and disabilities (SEND)** where the council has to make suitable provision to meet their needs
- **Early years provision**, where responsibility for childcare sufficiency and for provision for 3 and 4 year olds as well as children's centres overlaps with school provision
- **Post 16 education and training** where the council leads the local 16 to 19 partnership and takes overall responsibility for sufficiency and suitability of provision.

Under current legislation, while it is not possible for the council to build new community schools if the council were to identify a suitable site for a new school, it could use one of the following two routes to establish a new school:

- The **academy presumption** route whereby the council would put forward a school proposal which it could advertise and promote to potential academy sponsors. Under this route, the council would supply the site and use its own capital to build the school;
- The council could 'support' a **free school** promoter to apply to the DfE to build a school on a council site. The decision would be entirely at the discretion of the DfE, but experience elsewhere indicates that council-backed schemes are more likely to succeed. The council would find a partner through a selection process.

In respect of community schools only (so not for academies, foundation or voluntary aided schools), the local authority has the power to instruct schools to expand. This is not a power that this local authority has exercised hitherto.

4. What are our aspirations for our schools in Brent?

It is important to put the development of new school places into the context of a set of wider aspirations for schools in the borough. As background, Appendix 1 maps out the objectives set out in the council's existing plans:

- The Brent Borough Plan
- The Plan for Children and Families in Brent 2012-2015.
- Brent Strategy for Special Educational Needs and Disabilities (SEND) 2013-2016.
- Early Years and Childcare Strategy 2013-2016.
- Brent 14-19 Partnership Statement of Priorities 2014.

In establishing our plans for increasing the supply of school places, we can remain in line with these plans but need to establish some more specific aspirations as follows to inform our thinking:

Our Aspirations

- All Brent schools should be good or outstanding
- All Brent schools should be part of a 'family of schools' which promotes resilience, mutual support and improvement
- The council and schools should work together to meet the challenge of providing sufficient school places
- Schools should operate in good quality, safe premises
- Children should be educated close to home
- Schools should work with their local communities
- Meeting the needs of children with special educational needs and disabilities should be central to our vision for education in Brent
- We should make efficient use of resources

Each of these aspirations is explored in detail in the next section, with proposals as to how these translate into principles to inform our future decision-making.

5. Establishing the principles of the strategy

All Brent schools should be good or outstanding

Currently the Ofsted ratings of our schools are as follows:

Ofsted Grade By Proportion	Outstanding (1)		Good (2)		Requires improvement (3)		Inadequate (4)	
	No.	%	No.	%	No.	%	No.	%
Nursery	1	25%	1	25%	2	50%	0	0%
Primary	11	19%	35	59%	11	19%	2	3%
Secondary	5	33%	7	47%	0	0%	3	20%
PRU	0	0%	2	67%	1	33%	0	0%
Special	1	25%	3	75%	0	0%	0	0%
ALL	18	21%	48	56%	14	16%	5	6%

In comparison to the rest of London and England.

Primary %	Outstanding	Good	Requires Improvement	Inadequate
England	18	60	19	2
London	20	65	14	0
Brent	19	59	19	3

Secondary %	Outstanding	Good	Requires Improvement	Inadequate
England	24	48	24	5
London	37	50	11	2
Brent	33	47	0	20

These tables show that 78% of primary schools and 80% of secondary schools are good or outstanding. While Brent schools are at or above the national rate, this overall picture does not compare well with other London boroughs including our statistical neighbours and those with higher levels of social deprivation.

We want all pupils to experience an education that is good or outstanding. While the approach to achieving this centres on school improvement, the way that schools are organised and planned is important in 'building in' success. The way that schools are organised has important implications for how they can provide education in terms of curriculum, staffing and care. There are significant benefits from school expansion in terms of recruitment and retention of staff, with larger primary schools able to afford a better career structure and the school may move up to higher 'group' for salary purposes. This is particularly important given the challenges currently experienced in recruiting primary headteachers. There is also evidence that London-wide school standards have improved during a period of rapid expansion and increasing average school size. It is the case however that both temporary and permanent expansions are a challenge for any school to manage, particularly one which is implementing a demanding improvement plan. Even a school which is good may be vulnerable if it has a change of headteacher or, say, a deputy who has long term illness. The next section of this paper explains, however, how improvement of 'requires improvement' and 'inadequate' schools could be addressed as part of our approach to school organisation.

Principle 1: We should only undertake expansions with good or outstanding schools where leadership is secure.

All Brent schools should be part of a 'family of schools' which promotes resilience, mutual support and improvement

The local authority has to be realistic about the limits on its powers and resources to support and improve schools as well as recognising that expertise and knowledge rests mainly in schools themselves. Across the country, school-led models of school

improvement and support have been developed, informing the recent establishment of the Brent Schools Partnership. Part of a more school-led approach can be to harness school organisation changes such as amalgamation and federation to both provide additional places and to provide a fast track to improvement, thus opening up the possibility for schools which are not good or outstanding to become part of wider expansion schemes.

Currently, Brent only has one hard federation between primary schools: The headteacher of the outstanding Oakington Manor School was appointed executive headteacher for a second, failing school Furness School. The federation has been successful and Furness has since been judged by Ofsted as no longer inadequate. This approach has been used much more extensively in other authorities and it recognises that the knowledge, skills and experience involved in taking a primary school to outstanding and in turning around a school with challenges are in short supply. This federated model is particularly valuable where there are small one form of entry schools which can struggle with financial viability on their own and which may face particular problems with recruitment and retention of senior staff.

The federated model can also be extended to a school operating an off-site annexe either on a temporary or permanent basis. This allows an outstanding school's 'brand' to be extended, even where their site does not allow additional accommodation. This model also makes expansion of some schools to 4 and even 5FE seem less daunting, since the research shows for these schools that the quality of the leadership and management is far more significant for the success of the school than the size.

Where a large and successful primary school is also an academy, it can apply to be a sponsor for another existing school or for a new school. This could provide a local solution for schools which experience problems as well as providing an opportunity to have local sponsorship of a new school, thus providing a sponsor with a local track record of success in the Brent context.

Brent also still has eight sets of separate infants and junior schools. Of the sixteen schools, 5 are good and 8 outstanding, so in Brent they are among our more successful schools. Notwithstanding this, through primary schools are increasingly the norm across the country and generally accepted as a better model, more efficient and with better transition between Key Stages 1 and 2. It makes sense for Brent to have a more explicit policy in favour of amalgamating infants and junior schools where the opportunity arises (for example, when a headship vacancy arises). An amalgamation requires a formal process which includes consultation and would involve discussion with the governing bodies in the first instance.

Another important development in school organisation is the advent of 'all through schools'. In effect, this means a primary school is co-located and co-managed with a secondary school, providing part of the secondary school's intake. There are currently two operating in Brent with a third opening in September 2014. The number of all through schools has doubled since 2009 (there are now 26 across the country) and the present Schools Commissioner is promoting the model. It would however make sense in Brent to assess the effectiveness of the current three schools over

the next two academic years rather than going further down this road at the present time. Site availability at good or outstanding secondary schools is limited.

Principle 2: We should promote federations between primary schools, both to address quality issues and to address the future viability of one form of entry schools

Principle 3: We should actively consider two-site schools and 5FE schools where there is leadership and management capacity

Principle 4: We should develop local capacity to sponsor or promote new schools, working with academies in the primary sector

Principle 5: We should work towards the amalgamation of separate infants and junior schools

Principle 6: We should not currently seek to develop more all-through schools

The council and schools should work together to meet the challenge of providing sufficient school places

The council has hitherto taken a pragmatic approach to setting out its plans for school places, meeting need just ahead of or when it has arisen. Council officers have negotiated individually with schools on expansions with the result that some schools have taken both temporary and permanent additional classes while others have not, despite having the physical space. For community schools (not voluntary aided schools nor for academies), the council has the power to direct a school to expand. It has no wish to use this power, preferring to work in a consensual way. However, to secure places in Brent schools for all children who need them, such a direction cannot be ruled out.

Under previous legislation, the council was required to have a 'school organisation committee' on which schools (headteachers and governors) were represented and which discussed overall plans and specific proposals for school expansions, openings, closures etc. While this was very cumbersome, a partnership model for working with schools on this most challenging and contentious of developments would give the expansion plans greater authority and provide greater transparency for schools rather than being developed by council officers and members in a 'black box'. A new joint board could be established involving a cross section of school representatives, officers and members. One model, as used in another London borough, would involve appointing an independent chair to act as an 'honest broker'.

Principle 7: The local authority should establish a joint body with schools which oversees school place planning and school organisation, monitors the impact of the plans and programmes and makes recommendations to the council, diocese or DfE.

Schools should operate in good quality, safe premises

School expansion work has provided the opportunity both for high quality new accommodation and to address pre-existing site and building issues to support an overall improvement to the way in which the expanded school is able to function. We will continue to do this wherever possible and where financial constraints allow. This could include for example changing the size and location of a school entrance as was achieved at Park Lane Primary to enable expansion and better functioning of the whole school. We need to balance a drive to reduce cost with the need to value good design and building school premises which will last for the future. Some schools are now paying the price for poor school building standards in the sixties and seventies. We do not want to repeat those mistakes.

Where schools have urgent condition or health and safety related issues that would ordinarily be addressed through the Asset Management Programme, a co-ordinated and flexible approach will be adopted to ensure efficiency in completing all works.

While we are committed to meeting current government guidance on space requirements, including for outdoor play, on our smaller sites we may have to develop roof top play and other creative space uses as we have done in the expansion scheme at Harlesden Primary School.

Schools face challenges during construction periods, but council project managers, the contractors, school improvement staff and the education health and safety manager are all experienced in supporting schools safely through this time.

Principle 8: We should expect expanded and re-structured schools generally to meet government guidance on space standards but be prepared to consider innovative design solutions to achieve this.

Principle 9: We should seek to minimise disruption to schools during expansion and support school leaders to manage the challenges.

Children should be educated close to home

Most families want a primary school close to their home, ideally within 'buggy-pushing distance'. The benefits of this are obvious in terms of promotion of walking and reduction of car traffic as well as for social cohesion. It also has benefits for working parents who may have time constraints. For this reason, we should continue to plan primary places using 'planning areas' accepting that in order to make efficient use of resources this may mean pairing up neighbouring planning areas to ensure there is not an over-provision of places across the borough. These

areas (shown in the map at Appendix 2) were drawn up some years ago but are still valid, using major roads (such as the North Circular) as boundaries.

It is clear that some areas will have particularly rapid growth in population over the next few years. The Council's Core Strategy was adopted in 2010 and identifies the five Growth Areas in Brent. Each Growth Area will generate new housing and increase the population. The table below shows the number of new homes planned for each area between 2007-2016 and 2017-2026. At least 25% of new homes should be family homes with 3 or more bedrooms.

Growth Areas	2007-2016	2017-2026
Wembley	5,000	6,500
Alperton	1,500	100
Burnt Oak/Colindale	1,400	1,100
Church End	700	100
South Kilburn	1,400	1,000
Rest of the borough	2,050	360
Total	12050	9160

It is estimated that these developments would generate a total of 3865 children aged 0-15 years old over the same period. This is considered to be a conservative estimate of child yield. If one and two bedroom properties house families rather than singles and couples without children (as the methodology seems to suggest) there would be a higher than predicted increase in child yield. Similarly if more affordable family housing is developed then the child yield would increase. Conversely if development did not materialise the yield could be lower. This data has been fed into the GLA roll projections.

Out of Brent's 64 primary schools, 20 are voluntary aided and these tend to draw pupils from wider distances. The Jewish voluntary aided schools in Brent have very low percentages of Brent residents. It would not be appropriate to consider these schools for expansion. The Roman Catholic and Church of England voluntary aided schools form, however, a significant proportion of our 'good and outstanding' schools and therefore of those eligible to expand. Brent children predominate on their rolls. The rising numbers among Eastern European communities and those from Brazil, Goa and the Philippines seem to be boosting demand for Christian ethos schools so it makes sense to consider the RC and C of E schools alongside community schools, recognising that the respective Diocesan Boards would need to be key partners.

Usually children travel independently to secondary school, so for planning these places, bus and tube routes are more relevant. The effect of diversity (voluntary aided schools, single sex schools) is so great that we will continue to plan secondary school places on a whole borough basis. Given a concentration of secondary school

places in one area of the borough (Wembley), work should be done with schools to consider extending the approach used by ARK Wembley which has a second catchment 'node' for admissions in the south of the borough.

The import and export figures in Appendix 3 show that increasingly Brent residents are choosing secondary schools outside the borough. The imports into the Jewish faith schools masks a high level of exports for Christian and community schools. The secondary transfer statistics also show that the lowest performing secondary schools are increasingly unpopular. Unfortunately, three of our secondary schools are currently inadequate (Capital City Academy report still not published), while two further schools have results close to the floor target. Work is in hand with the two maintained schools to secure their future, while with the three sponsored academies, the council will need to work closely with the sponsor and the DfE to help ensure that these schools improve rapidly.

Principle 10: We should continue planning primary places using planning areas.

Principle 11: We should consider expanding voluntary aided schools where there is local Brent demand, working with the relevant partners.

Principle 12: We should continue planning secondary school places on a borough wide basis, with analysis of how admissions policies can be used to maximise choice and intake to Brent schools.

Schools should work with the local community

Schools are a vital part of community infrastructure. Increasingly, they are the only community buildings in many areas so varied community uses are important for example many of our schools serve as places of worship and supplementary schools at the weekend. The council's ability to intervene on behalf of those wanting access to school facilities is limited but anecdotally, the community usage of Brent schools seems to be reasonably high and not a subject of complaints. The Council supports the expansion of community benefits and use of school buildings particularly where investment is made in these communities.

Community benefits, both access to local school places and ancillary benefits from community use go alongside disbenefits such as traffic congestion and parking problems, the main complaints and anxieties raised by local residents faced with planning applications for school expansions and new schools. The council has well established approaches through its planning and traffic teams both to having a meaningful dialogue with residents and to minimising the negative impacts. It is important that these approaches continue and develop.

Principle 13: We should consider how community benefits from school facilities can be maximised when we expand or build new schools

Principle 14: We should consult with local communities as part of the planning process to minimise/mitigate the impact of new school developments.

Children with special educational needs and disabilities should be a central part of our vision for education in Brent

In partnership with schools, the council has succeeded in rapidly increasing in-borough provision for pupils with SEN. This has had the benefit of improved educational quality, less travelling, better continuity and better involvement in the local community, as well as better use of resources.

There are now a total of 525 places in 4 special schools, with an additional 65 places planned. The schools are all good or outstanding and one is a Teaching School. They also offer excellent examples of partnership with mainstream schools. There are also 7 sets of 'additionally resourced provision', 2 in nursery, 2 in primary and 3 in secondary. As of January 2014, there are 526 pupils with statements of SEN attending mainstream schools, 372 in Brent schools and 154 in out borough schools.

While the numbers of children with SEN and with disabilities are projected to increase, the existing special schools can provide a core provision and resource while developing a stronger 'hub and spoke' model with mainstream schools. This approach would build on the recently developed partnership between Alperton and Woodfield Schools whereby the young people begin Key Stage 3 in special school and are prepared and helped to benefit from a supported mainstream education in Key Stage 4. This experience points to the need to identify options for more inclusive provision as part of expansions and new schools, provision which draws on the expertise and specialist provision in our secondary schools. It will also be necessary to invest in improved physical accessibility for disabled pupils as currently wheelchair accessibility is limited across our stock of school buildings and we need to review this to ensure that our schools are meet modern disabled access requirements. .

Principle 15: We should build inclusive provision into expansion and new school proposals.

Principle 16: We should improve accessibility for all pupils, ensuring that all our secondary schools are physically accessible.

We should make efficient use of resources

The available capital resources are not sufficient to meet fully the demand for school places. This detail is set out in section 7. The council (alongside other local authorities) is under pressure to bring down the cost per place of new provision in line with the government's current expected rates for school building projects which are approximately 30% less than the rates applied in the Building Schools for the Future programme and much lower than the cost of recent Brent projects. The procurement of works on school building projects is also currently adding further

challenges to the efficient use of resources. A more strategic approach to the procurement of works and to the allocation of funds to projects is required.

A number of educational criteria have already been set out for determining whether a school scheme should go ahead. Beyond educational criteria, value for money and risk around timely delivery should also be used in decision-making.

It has already been noted that land for new schools, annexes or extensions is very scarce in the borough. In addition, the capital resources available cannot be used to buy land, so any sites would have to be able to be acquired without capital or revenue cost to the council. The site would also have to be large enough to meet current guidance on outdoor play space and be in a location either in an area of need or on a good public transport route to that area. Where sites are available, there is a high opportunity cost to using them for school purposes, in terms of forgoing a potential capital receipt or other uses such as housing.

Working with preferred promoters to open free schools is a means of reducing the call on council capital spend since the EFA will meet the cost of construction. The council's Executive agreed in August 2012 a set of criteria for working with a free school partner. These are attached as Appendix 4. Where a site is identified as available and appropriate for a new school, a suitable promoter for a free school could be selected, using the criteria and an informal selection process used. This approach has been used in a number of London authorities, including Ealing, and can be used for the site which is definitely coming on stream in Brent, namely the Oriental City site.

It is also important to consider the impact of capital works on revenue costs. In general the addition of new buildings to existing schools will bring down average revenue costs because they tend to be more energy efficient. Revenue costs are however an important consideration for annexes where additional costs such as premises management may arise so that any such permanent arrangements will need to have detailed business plans attached.

In addition, for new schools these should be at least two forms of entry in terms of both value for money of the initial build (cost per place) and in terms of future financial sustainability.

In the majority of year groups in Brent we have very few vacancies (less than 1%). Current DfE guidance is to retain 5% surplus places to facilitate parent choice. In Brent however we have not had a policy on surplus places in recent years. It is proposed that our new strategy should attempt to build this in in order to provide flexibility offer parental choice and cope with demand beyond that projected. The maximum capacity proposed in this strategy (i.e. sufficient to meet all projected demand) is 4592 places in each year group – a total of 32,144 primary places. 5% of this is 1607 places or the equivalent of 26 places per school in Brent offering primary places (62). This will not necessarily be well received by schools, since the 5% would inevitably sit disproportionately with a smaller number of lower performing and less popular schools. Brent schools now have the expectation that on national Census Day (currently in October) virtually all places will be full. This is because

revenue funding is allocated to schools based on pupil numbers, so maximising roll numbers maximises funding for that year.

As analysis of the roll projections in section 6 shows, projecting future demand is not an exact science. Currently, the primary projections are marginally (by less than 5% overall) over-estimating demand, so planning future capacity based on the projections could by itself deliver something close to the 5% surplus/planning margin referred to above. However, as section 6 also shows, it is equally possible for the projections to err in the other direction and the match between projected and actual outcomes will need to be closely monitored so that informed adjustments to the planned programme can be made. For this reason it will also be important to have contingency plans for temporary accommodation. These would need to be drawn from among the following possibilities:

- For primary age groups above reception, early opening of classes in permanently expanded schools so that the school fills several year groups immediately rather than filling up from the bottom. This is an educational and logistical challenge for schools, but a better use of resources than adding new classrooms.
- Use of existing non-classroom spaces in existing schools such as ICT suites, parent rooms and music rooms. These are often spaces which schools have fought long and hard to develop and retain as part of pushing up educational standards, but are spaces which have been used more extensively in other local authorities for bulge classes.
- Hold temporary accommodation modules on standby for agreed sites on schools which have space available and with agreement that the classes can be taken at short notice.

It would not be considered appropriate in Brent to impinge on nursery classes or introduce 'shifts' to double up usage of classrooms – this latter approach has been threatened by some local authorities but not actually used to our knowledge.

Principle 17: After assessing educational suitability, schemes for expansion or new schools should be judged in terms of value for money and deliverability

Principle 18: We should identify potential sites for new schools where there is no capital cost of acquisition on the basis of suitability and location

Principle 19: Where a site is identified, we should seek a partner who could apply to the DfE under the free school route, using the criteria already agreed by the council

Principle 20: We should explicitly adopt the DfE recommended 5% surplus places to enable choice and to reduce the need for temporary accommodation

Principle 21: We should be ready with contingency plans for temporary accommodation, given the population fluctuations in Brent.

6. What is the future demand for school places in Brent?

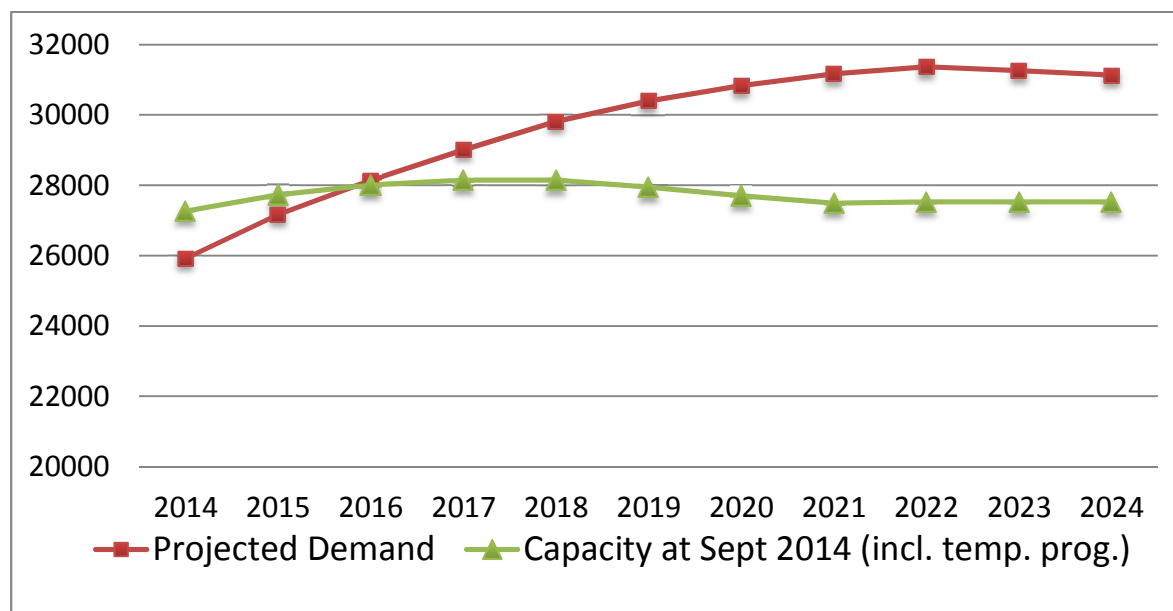
6.1 Primary projections of need

Growth in pupil population has been rapid and since 2006, 4693 additional primary school places have been created, 2130 temporary (of which 300 became permanent) and a further 2563 permanent. The list of schemes already delivered is attached as Appendix 5. The latest GLA projections are set out in Appendix 6 and 7 along with an explanation and analysis of the methodology. The implications for future planning are set out below.

6.1.1 Primary projections of need

The need for primary places is projected to increase as set out in Graph 1

Graph 1. Total primary demand and places as planned for Sept. 2014 including continued Phase 2.



The following permanent provision confirmed to come on stream is included in Graph 1 above:

Phase 2

Planned Phase 2 Projects	No. of Places	No. of FE
Preston Park Primary	210	1
Harlesden Primary	420	2
Wembley High Technology College	840	4
St Josephs RC Primary	210	1
Vicars Green (Ealing)	105	0.5
Total of Planned Projects (Phase 2)	1785	8.5

Capacity generated by all Phase 2 projects listed above is included in the assumed capacity for September 2014 onwards in order to determine the projected shortfall.

Phase 3

Planned Phase 3 Projects	No. of Places	No. of FE
Uxendon Manor Primary	420	2
Elsley Primary	420	2
Stonebridge Primary	210	1
Oriental City (new school at 399 Edgware Road)	420	2
Islamia Primary	210	1
Total of Planned Projects (Phase 3)	1680	9

Capacity generated by all Phase 3 projects listed above is included in the assumed capacity for September 2015 onwards in order to determine projected shortfall. It is prudent to continue with previously approved plans for Phase 3 where substantial design work has been progressed, additional project-specific time-limited funding has been secured or where there is a designated site available (in the case of Oriental City). The project at Malorees Infant and Junior (currently in Phase 3) is not far enough developed to meet this criteria and has therefore been excluded from their capacity assumptions.

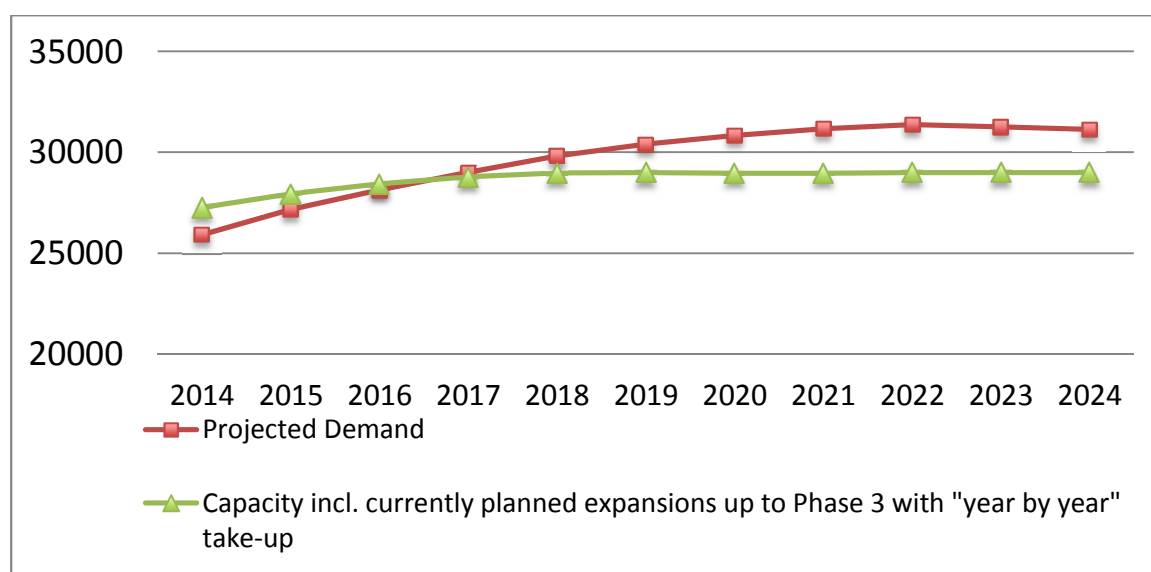
Phase 4

A Phase 4 of additional expansions had originally been planned, to take effect from September 2016 to provide at least 1FE in order to address previously reported requirements. It was envisaged that this capacity would be provided by the re-

location and expansion of the two schools in South Kilburn as part of the South Kilburn masterplan, however this is at an early stage of discussions with Governing Bodies and has therefore not been included in the capacity assessments.

Assuming the projects listed above for Phase 2 and 3 are delivered, the gap borough wide is shown in Graph 2.

Graph 2. Total primary demand and capacity incl. confirmed Phase 3 projects



As Graph 2 shows, the combined effect of all the steps currently taken and programmed will still leave a shortfall, from 2017, of 1 FE overall rising to over 11 FE by the peak of 2022. The impact in the reception year group is sooner, with a shortfall of 3FE in 2016 rising to 11FE in 2019, the reception shortfall is the planning figure.

To ensure that the target of having a 5% margin of tolerance in available capacity can be met in any event, as referred to above, it would be necessary to increase the requirement for additional planned capacity by 1FE, bringing this to 12 FE in total. Given the uncertainties involved in forecasting demand, however, it would be prudent to regard this as a contingency, to be provided if the trend in actual demand confirms that this extra capacity will be required to maintain the 5% planning margin.

Appendix 7 sets out how primary demand is spread across planning areas. This indicates that the new provision should be planned in order primarily to serve Planning Areas 1, 3 and 5 where the projected shortfalls are concentrated. These are Kingsbury, Wembley and Kilburn /Dollis Hill.

In summary for primary, the projected requirement is

Academic Years	FE required
Sept 2015	3
Sept 2016	3
Sept 2017	3
Sept 2018	0
Sept 2019	2

These would need to be in or near planning areas 1, 3 and 5. Kingsbury, Wembley, Kilburn/Cricklewood and Dollis Hill.

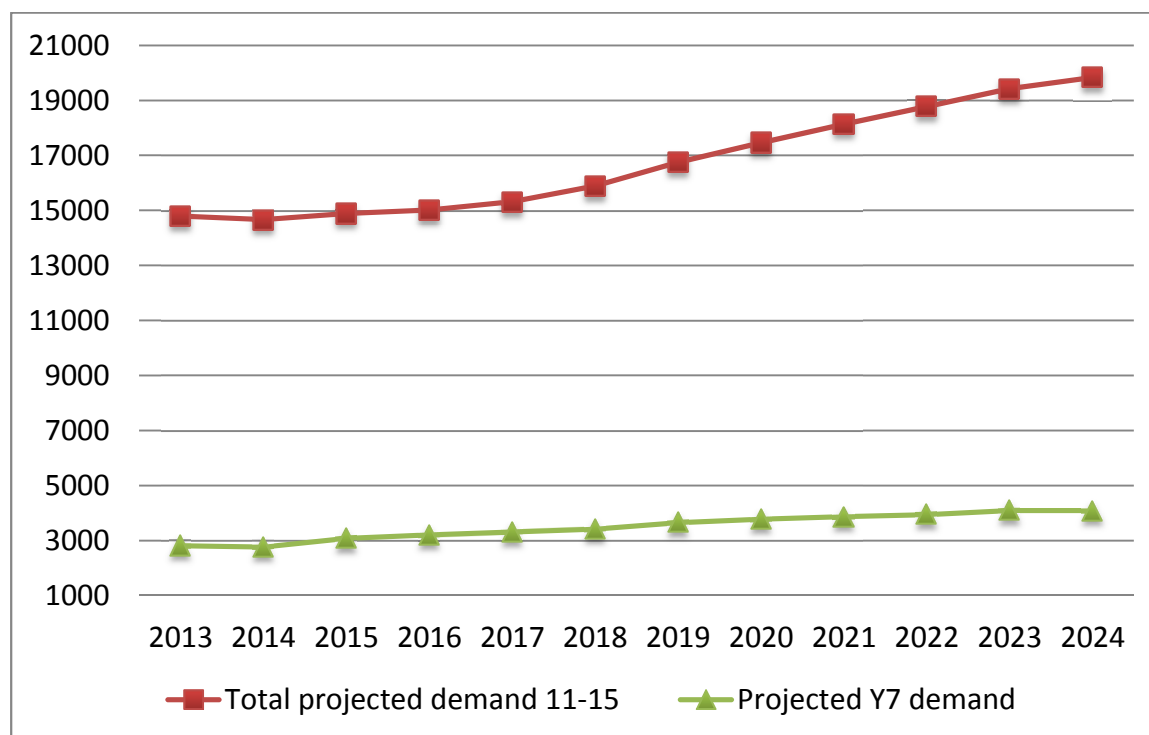
6.2 Secondary projections of need

The most recent increase in provision in Brent was the opening of ARK Wembley in 2010.

The current projections show that the increase runs behind the primary increase, not surprisingly, as the numbers feed through.

The need for secondary places is projected to increase as follows:

Graph 3. Growth in demand for secondary places 11-15 and Year 7



Demand for secondary school places 11-15 is projected to increase from 14,794 in 2013 to 19,835 in 2024, an increase of 34%, as pupils transfer from the primary phase in greater numbers. In Year 7 the growth will be from 2,812 to a peak of 4092 in 2023, and increase of 45.5%.

We have the following additional permanent provision confirmed to come on stream as follows:

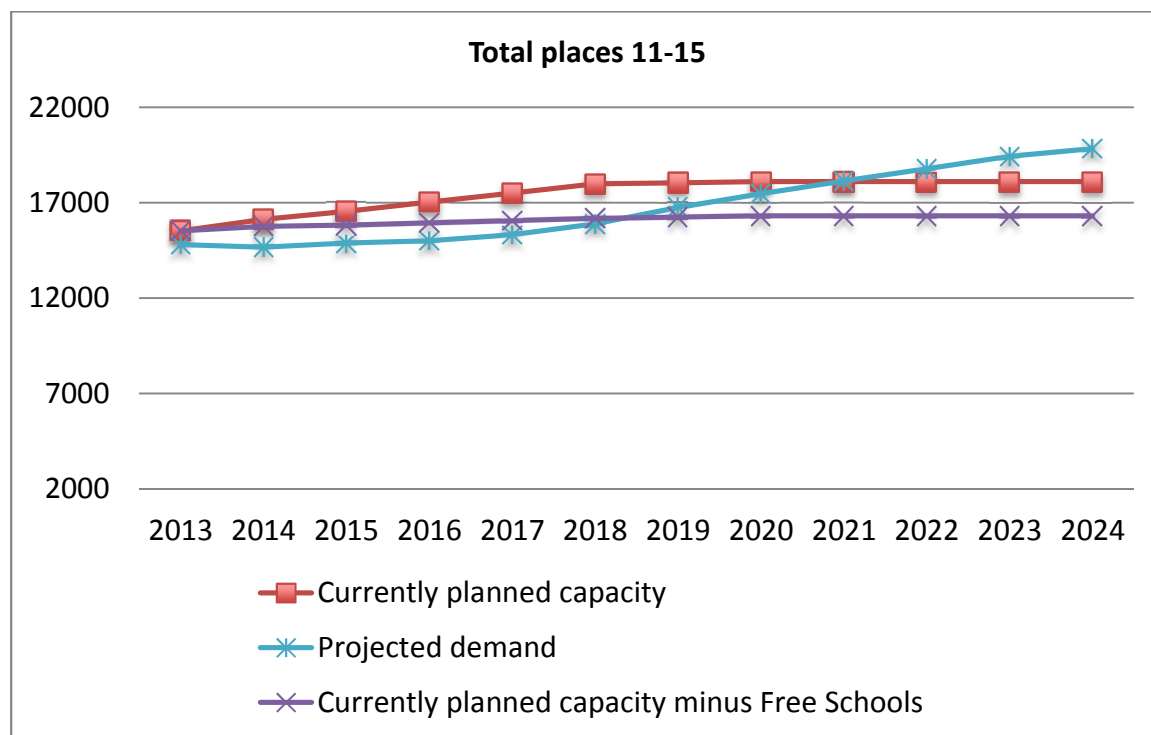
School	Expansion by	From
The Crest Boys Academy	1 FE	Sept 14
The Crest Girls Academy	1 FE	Sept 14
Alperton	1 FE	Sept 16
Copland	1 FE	Sept 16
Total	4 FE	

In addition we have three free schools proposed for the borough and agreed by the DfE to proceed:

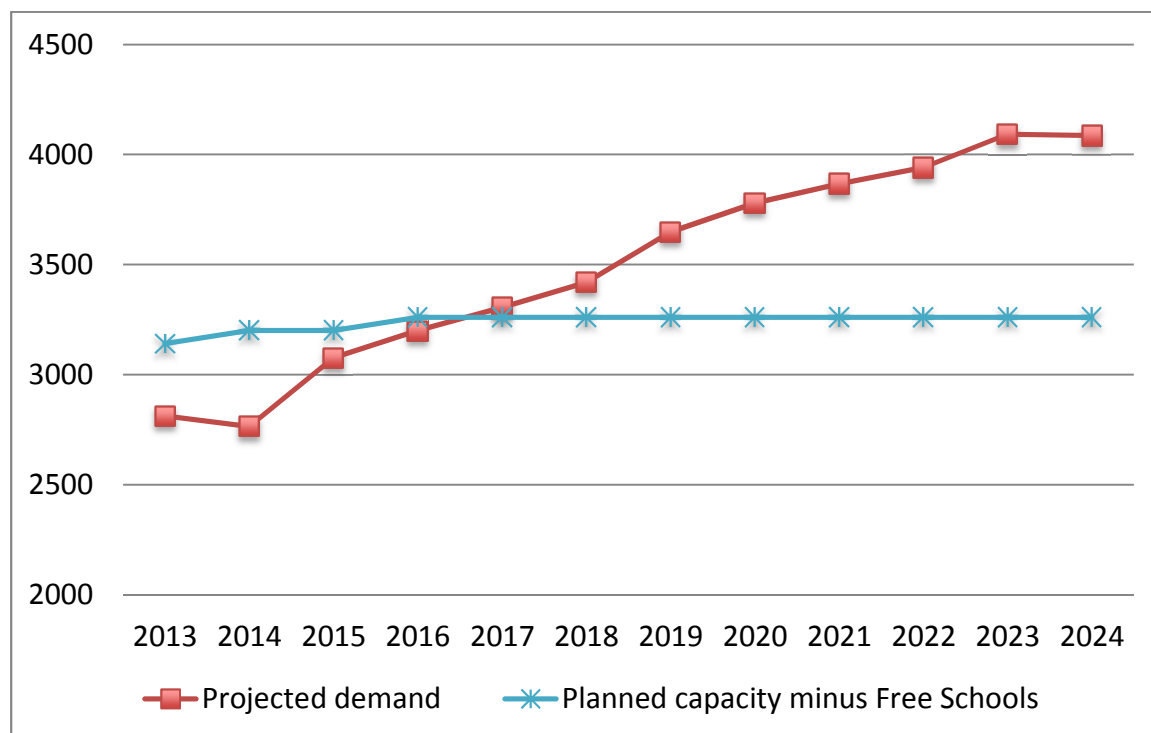
School	Size	From
Gateway Free School	4 FE	Sept 14
Gladstone Free School	4 FE	Sept 14
Michaela Free School	4 FE	Sept 14
Total	12 FE	

If none of the free schools proceed, there would be a shortfall of 3.5 FE in 2019, but Year 7 demand would outstrip capacity by 2017 (by 45 places or 1.5 FE) as shown in Graph 5 below.

Graph 4. Secondary demand and capacity 11-15

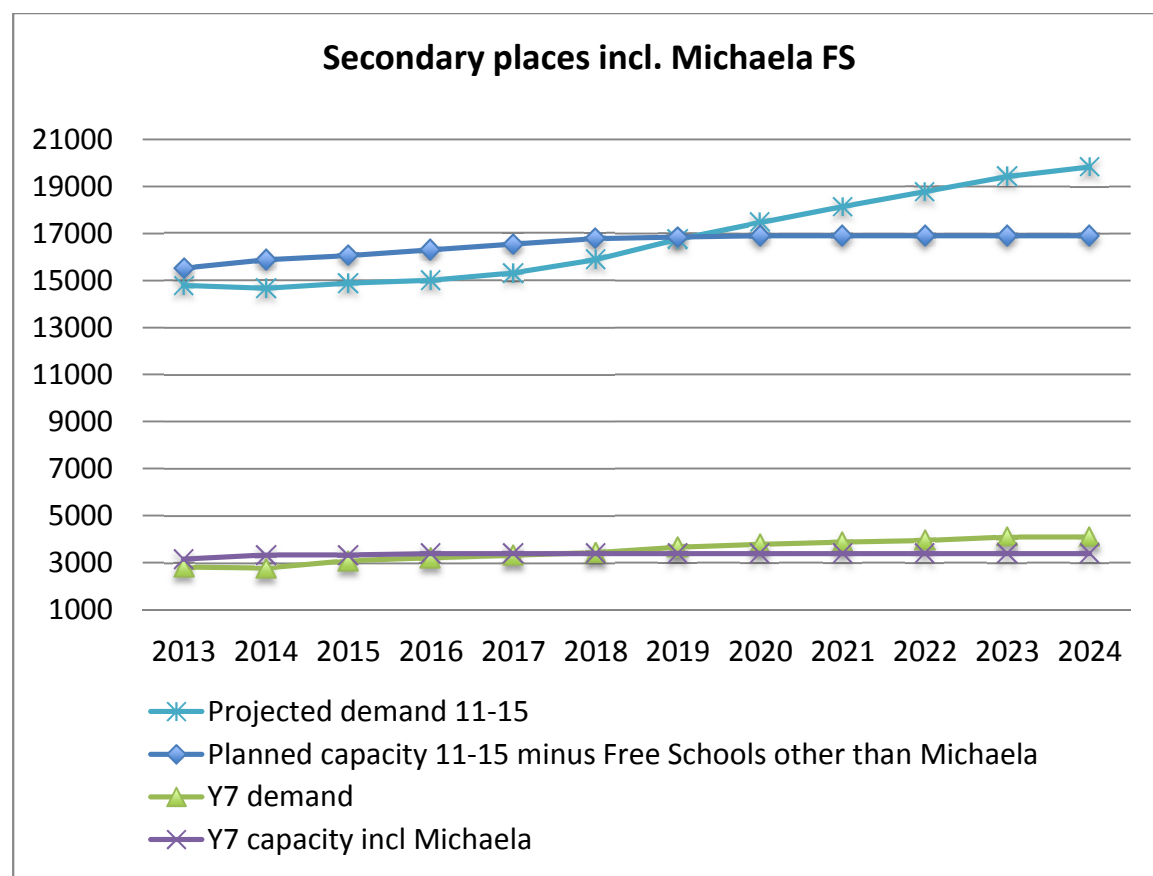


Graph 5. Year 7 demand and capacity



Michaela is the only free school where the DfE has signed a funding agreement. If only this proceeds, a shortfall appears in 2020, in terms of overall provision, growing to 20 FE by 2024, and in 2018 in terms of Yr7 capacity, where the shortfall will be just over 1 FE, growing to 9 FE by 2019 and 24 FE by 2024.

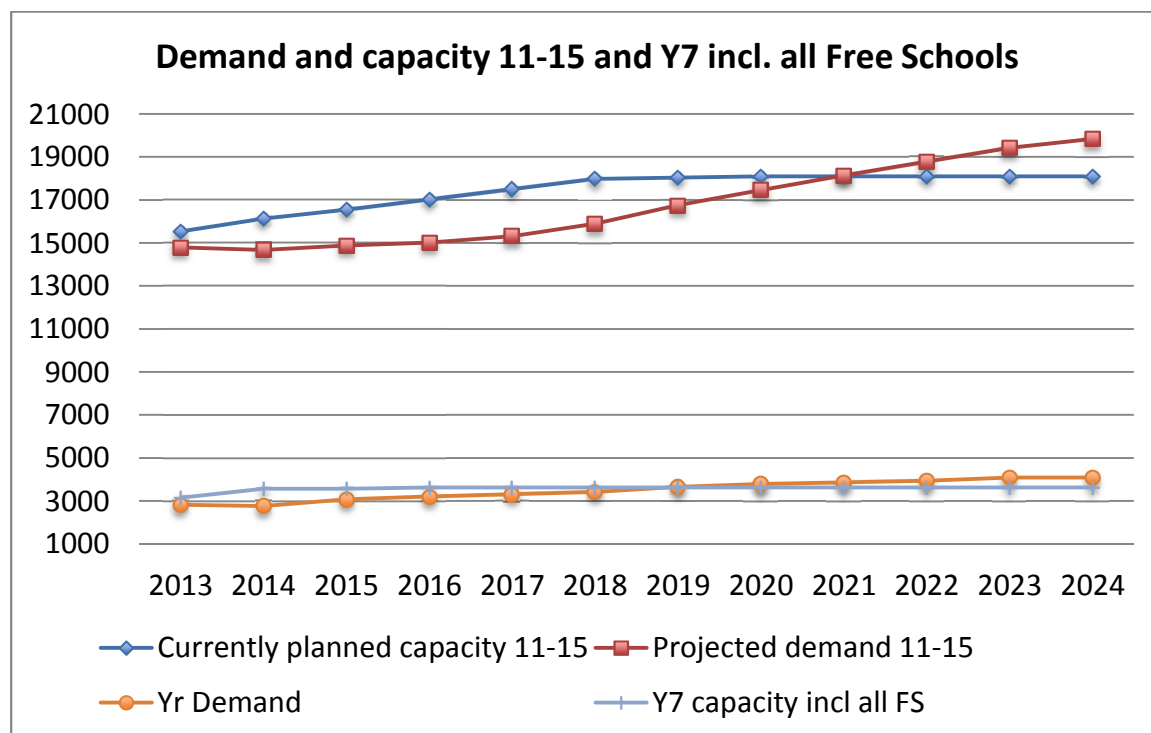
Graph 6. Demand and planned capacity 11-15 incl. Michaela FS only



If all of the free schools proceed, an overall shortfall (33 places) does not appear until 2021 increasing to 12 FE by 2024. In Year 7, the shortfall arises from 2019 equivalent to 1 FE in that year, rising to a 16 FE shortfall by the peak year of 2023.

If all of the free schools proceed, an overall shortfall does not appear until 2022, and in Year 7, until 2019.

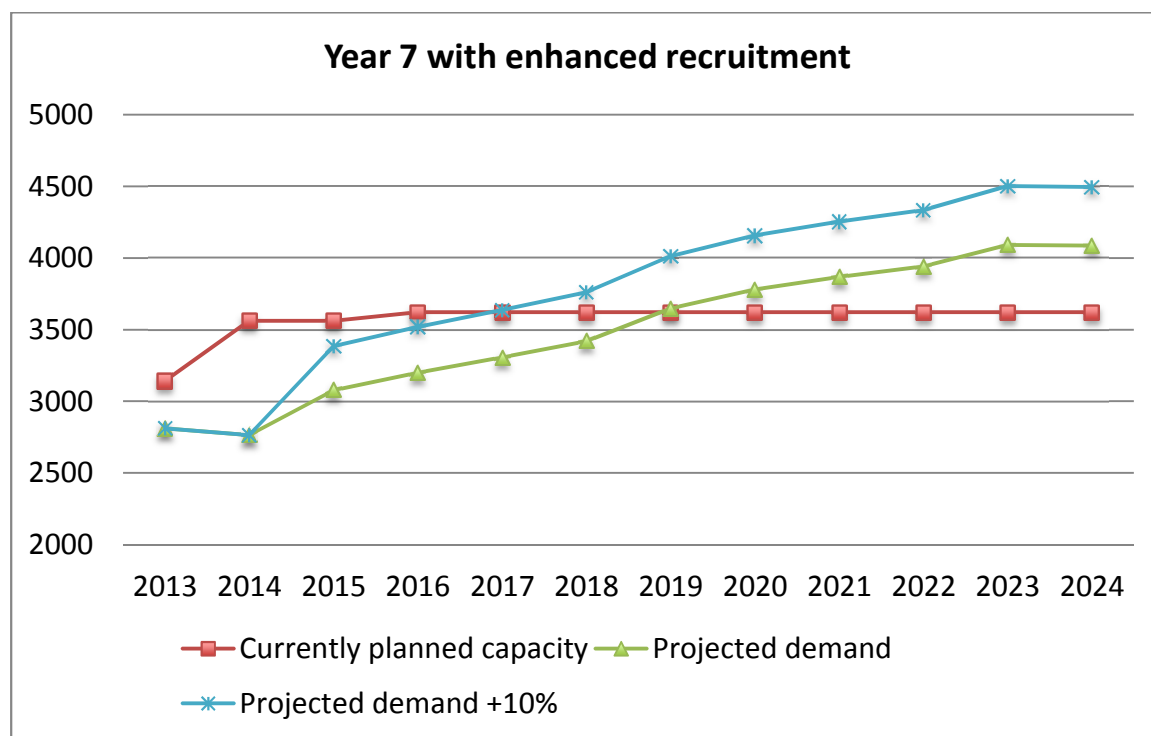
Graph 7. Demand and capacity 11-15 incl. all Free Schools



The projections assume a similar level of imports and exports as the previous trends. If the performance of the least popular schools were to be turned around, this would potentially have the effect of increasing the total level of demand for secondary places above the current projections by, say 10% (representing the net difference in the 2013 admissions round between transfers into and out of the borough).

The result of this enhanced recruitment is modelled in Graph 8.

Graph 8. Secondary demand assuming balanced transfers in and out-borough
(i.e. enhanced recruitment to Brent Secondary Schools.



In conclusion, whilst in the medium to longer term further expansion may be required over the existing planned capacity, in the short term our focus needs to be on getting the existing schools to be more attractive to local parents and influencing the incoming free schools to be both high quality and to complement the other schools.

7 Finance: Capital and revenue

Since 2011 the Council has received £135.98m Basic Need Capital Grant funding from central government to provide school places. A further £11.11m has been secured through S106, school and diocesan board contributions and the council's own capital programme.

In 2012/13 and 2013/14 £26.19m was actually or is forecast to be spent on both temporary and permanent school places.

Predicting the future costs of providing school places remains inherently difficult, particularly as currently construction costs are rising at a rate significantly in excess of inflation.

Initial estimates of costs to meet future demand, post 2013/14, based on historic information are in the region of £187m which indicates that there will be a significant shortfall in funding in excess of £65m. However, this could be reduced if further funding was confirmed or additional funding sources are identified. More school places could be provided from the same amount of money by reducing the total cost of providing each school place. This could be achieved by tighter restrictions on the scope of projects and by more strategic procurement. More school places could also be provided if they were created at no cost to the council i.e. through new free schools.

The revenue funding for schools is based on an annual census of pupil numbers, in line with the National Funding Formula. If, at the request of the Local Authority, a school takes on additional pupils, bulge classes, expansions and new provision in satellites after the census has been taken, the school will receive funding from the Council's Dedicated Schools Grant (DSG). This funding is for a full class for the remainder of the financial year and the following financial year and has been put in place to ensure that schools are not adversely affected by agreeing to expand. The funding has been set at differing rates dependent on the nature of the expansion, where schools will receive £3,300 per pupil or £3,600 per pupil if they are placed in an annexe or off site building to the school.

The funding model and budget for expansions is agreed by the Brent Schools Forum on an annual basis and has been accounted for within the DSG deficit recovery plan, which is due to breakeven in 2014/15.

8 Consultation process and next steps

Consultation will be undertaken on this strategy with a range of stakeholders including schools (both headteachers and governors), diocesan boards, trades unions, the voluntary sector, especially groups working with parents and early years providers. The programme for consultation and future reporting is proposed as follows:

- Mid March - Mid July 2014 for consultation on the principles in this strategy
- Mid June – Mid July 2014 for consultation with individual schools identified as having potential for expansion in line with the principles
- September 2014 – report to the Executive on any urgent decisions required to enable school expansion for Sept 2015
- October 2014 - report to the Executive on the final strategy and decisions required to enable future/longer term school expansion, including proposals for a rolling three year programme

9 List of Appendices

Appendix 1: Relevant objectives in existing strategic plans

Appendix 2: Map of Planning areas.

Appendix 3: School preferences

Appendix 4: Partnership commitment for academies etc.

Appendix 5: List of schemes already delivered

Appendix 6: Projected demand for school places in Brent

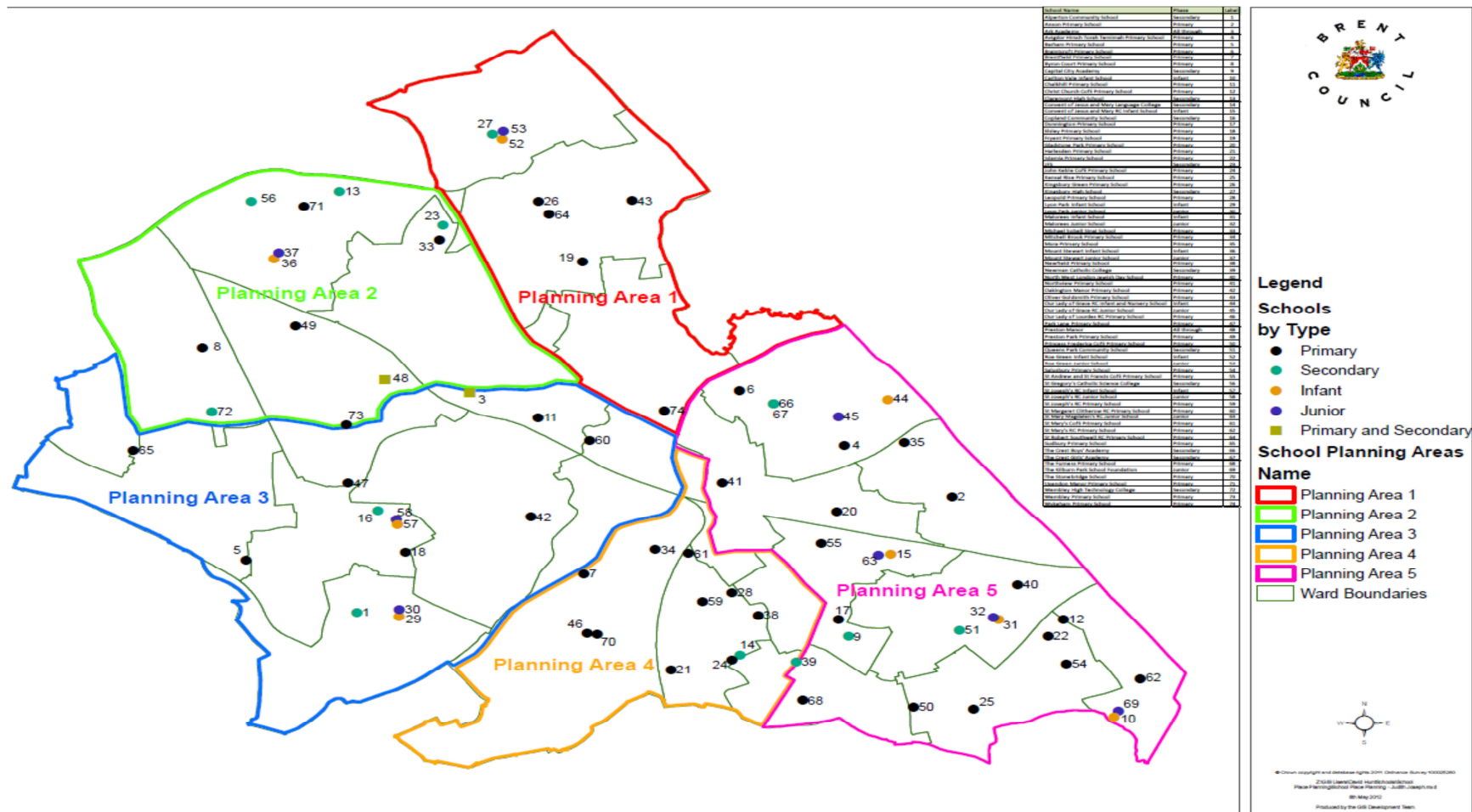
Appendix 7: Primary Projections by Planning Area

APPENDIX 1: RELEVANT OBJECTIVES IN EXISTING STRATEGIC PLANS

Brent Borough Plan 2013	A Plan for Children and Families in Brent 2012-2015	Brent Strategy for SEND 2013-2016	Early Years and Childcare Strategy 2013-2016	Brent 14-19 Partnership Statement of priorities 2014
Better lives for children and families: • Places in Brent schools for all who need them • All Brent schools are good quality • Children and young people achieve well • Families needing support get it when they need it most and become more independent • Vulnerable children and young people have high quality support when they need it and become more resilient	The vision is to make Brent the best place in London to live, work and learn by: • Putting children and young people first each time • Having the highest ambition for children and young people • Making a positive difference to the lives of children and young people. We will focus on closing the gap between those who do well and those who may need extra support to thrive, to enable successful progression into adult life and employability.	The strategy has three overarching principles: • Involve children and young people and their parents and carers in all decisions about them, promoting independence and autonomy through to adulthood. • Ensure inclusion and participation in all aspects of family, school and community life in a local and inclusive setting, making the best possible use of available resources. • Secure the right support at the right time for families by working in partnership with schools, health, social care and other key partners.	The Early Years and Childcare Strategy promotes high quality early years provision which is: • Tailored to meet the needs of individual children and their families, including supporting parents to access work or study • Accessible, affordable and increasingly flexible • Family focused and with a strong outcomes orientation • Where children are able to achieve their full potential, with a particular focus on encouraging resilience, independence and achievement for more disadvantaged	The Partnership will take collective responsibility to provide exceptional opportunities for all young people to follow academic, vocational and work-based routes that ensure: • Participation of all 14-18 year olds in education and training • Improved attainment, including high value-added and retention • Breadth of choice at each transition stage • Clear progression pathways and increased participation at level 4 • Impartial information, advice and guidance for young people and their parents • Targeted support to raise the achievement of underperforming

Brent Borough Plan 2013	A Plan for Children and Families in Brent 2012-2015	Brent Strategy for SEND 2013-2016	Early Years and Childcare Strategy 2013-2016	Brent 14-19 Partnership Statement of priorities 2014
			and vulnerable families and children.	groups - Enhanced support for young people with SEND - Early identification and intervention for young people at risk before and during the 14-19 phase - The needs of local communities and the local economy are met

APPENDIX 2: MAP OF PRIMARY PLANNING AREAS



APPENDIX 3: TABLES SHOWING SCHOOL PREFERENCES

Reception 2013 co-ordination figures

Brent Number of on time applications received 3,792 (75 more applications than 2012).

	2013	%	2012	2011
Number of pupils offered 1 st preference	2,946	78	2,879 (77%)	2,844 (79%)
Number of pupils offered 2 nd preference	364	9.5	331 (9%)	304 (8%)
Number of pupils offered 3rd preference	122	3	147 (4%)	136 (4%)
Number of pupils offered 4th preference	64	2	77 (2%)	67 (2%)
Number of pupils offered 5th preference	34	1	27 (1%)	28 (0.7%)
Number of pupils offered 6th preference	17	0.5	13 (0.3%)	19 (0.5%)
Number of pupils offered Nearest school with vacancies - No preference offer	245	6	243 (7%)	190 (5%)
Unplaced pupils				29 (0.7%)
Total	3,792	100	3,717	3,617

We received 3,222 online applications (85%)

(2011 and 2012 figures on time applications)

Secondary 2013 co-ordination figures

Brent Number of on time applications received 2,996 (66 more applications than 2012).

We received 2813 online applications (94%)

	2013	%	2012	2011
Number of pupils offered 1 st preference	2,015	67	1,913(65%)	1,949 (65%)
Number of pupils offered 2 nd preference	426	14	405 (14%)	406 (13%)
Number of pupils offered 3rd preference	179	6	236 (8%)	201(7%)
Number of pupils offered 4th preference	93	3	91 (3%)	135 (5%)
Number of pupils offered 5th preference	54	2	56 (2%)	72 (2%)
Number of pupils offered 6th preference	33	1	36 (1%)	33 (1%)
Unplaced	196	7	193 (7%)	224(7%)
Total	2,296	100	2,930	3,020

(2011 and 2012 figures on time applications)

APPENDIX 4: PARTNERSHIP COMMITMENT FOR ACADEMIES.

Partnership commitment for academies and free school providers working in collaboration with the council

Academies and free school providers working with the Council will be expected to demonstrate:

1. An absolute commitment to the ethos and values of inclusive education for all Brent's children and recognition of the positive role schools should play in the wider community
2. A commitment to a close working relationship with the local authority in order to maintain an appropriate focus on borough-wide priorities, including local authority nomination of a member of the governing body and a commitment to sharing performance information
3. The ability to deliver school improvement in an urban context
4. That the establishment of the proposed education provision would be supported by demonstrable parental demand and with a genuine commitment to providing school places for local children
5. Appropriate staffing arrangements to ensure high quality teaching and learning from qualified staff and good employment practices, including in relation to support and contracted staff
6. A commitment to meeting the needs of Brent's diverse community
7. A commitment to ensuring the future employability of young people (in particular in secondary and 16 to 19) through links with business, industry and higher education
8. A commitment to community access and use of facilities through agreed extended opening and lettings policy
9. A commitment to high standards of health and safety for both pupils and staff
10. A commitment to good pupil nutrition and healthy eating
11. A commitment to inclusive practice and fair access to the school for all pupils as governed by the Admission Code of Practice and the Authority's Fair Access Protocols

APPENDIX 5: LIST OF SCHEMES ALREADY DELIVERED

Permanent School Places created between 2006/07 and 2013/14

Academic Year in which Places Created	School	No. Of Places Created	Places shown in FE
2007/08	Salusbury	14	0.1
2008/09	Wembley Primary	210	1.0
2009/10	Anson	49	0.2
2010/11	St Marys CE	-105	-0.5
2010/11	Park Lane Primary	210	1.0
2010/11	Sudbury Primary	210	1.0
2010/11	Ark Academy (Primary only)	420	2.0
2011/12	Byron Court	70	0.3
2011/12	Brentfield Primary	210	1
2011/12	Newfield Primary	210	1
2011/12	Preston Manor Lower	420	2
2012/13	Barham Primary	210	1
2012/13	Fryent Primary	420	2
2012/13	Mitchell Brook Primary	210	1
2013/14	St Robert Southwell RC Primary	105	0.5
	Total	2863	13.6

Temporary School Places created between 2006/07 and 2013/14

Academic Year in which Places Created	School	No. Of Places Created	Places which became Permanent
2007/08	Park Lane	30	30
2007/08	Preston Park	30	
2007/08	Stonebridge	30	
2007/08	Sudbury Primary	30	
2008/09	Preston Park	30	
2008/09	Ark Academy	60	60
2009/10	Newfield	30	60
2010/11	Braintcroft Primary	60	
2010/11	Brentfield Primary	30	30
2010/11	Newfield Primary	30	
2010/11	Islamia Primary	30	
2010/11	Preston Manor Lower	60	60
2010/11	Preston Park Primary	20	
2010/11	St Robert Southwell RC Primary	15	15
2010/11	Wykeham Primary	30	

2010/11	Curzon Crescent Nursery	30	
2010/11	College Green Nursery	12	
2010/11	Granville Nursery	8	
2011/12	College Green Nursery	12	
2011/12	St Joseph's RC Primary	20	
2011/12	Chalkhill Primary	30	
2011/12	Furness Primary	60	
2011/12	Mitchell Brook Primary	30	30
2011/12	North West London Jewish School	20	
2011/12	Preston Park Primary	10	
2011/12	Wykeham Primary	30	
2011/12	Granville Nursery	8	
2012/13	St Robert Southwell RC Primary	15	15
2012/13	Chalkhill Primary	30	
2012/13	Mount Stewart Infants	30	
2012/13	Wembley High Technology College	60	
2012/13	Vicars Green Primary	15	
2012/13	Preston Park Primary	60	
2012/13	Stonebridge Primary	180	
2012/13	Curzon Crescent Nursery	30	
2012/13	College Green Nursery	25	
2013/14	Gwenneth Rickus	450	
2013/14	Strathcona	210	
2013/14	Anansi	90	
2013/14	Douglas Avenue	90	
2013/14	Ashley Gardens	60	
	Totals	2130	300

APPENDIX 6: PROJECTED DEMAND FOR SCHOOL PLACES IN BRENT

GLA Projections

- The Council receives its projections for the future number of pupil places required from the Greater London Authority (GLA). Table 1 below shows the GLA projections of the number of primary aged children for future academic years by year group across the whole borough.

GLA projections for all primary planning areas by year and age									
		Year Group							Totals
PA	Year September	REC	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Reception to Year 6
All	2013	3,995	3,978	3,880	3,666	3,568	3,475	3,359	25,921
All	2014	4,146	4,124	4,067	3,954	3,727	3,624	3,524	27,166
All	2015	4,317	4,207	4,156	4,093	3,975	3,747	3,639	28,134
All	2016	4,320	4,381	4,242	4,184	4,117	3,999	3,763	29,006
All	2017	4,380	4,381	4,417	4,270	4,209	4,142	4,015	29,815
All	2018	4,400	4,443	4,418	4,448	4,296	4,234	4,160	30,399
All	2019	4,387	4,463	4,482	4,449	4,475	4,323	4,253	30,832
All	2020	4,366	4,451	4,505	4,516	4,478	4,504	4,344	31,165
All	2021	4,338	4,427	4,490	4,536	4,544	4,506	4,524	31,366
All	2022	4,306	4,379	4,447	4,505	4,548	4,557	4,514	31,256
All	2023	4,283	4,346	4,399	4,461	4,516	4,561	4,564	31,130
All	2024	4,268	4,322	4,365	4,412	4,471	4,528	4,568	30,932

Table 1: GLA primary projections for all Brent by year group and academic year

2. Table 1 shows that the highest total number of places - 31,366 - will be required by September 2021, but the largest Reception cohort - 4400 – is forecast by September 2018: this is an increase of 405 from September 2013, and the equivalent of 14 additional Reception classes. Across all primary year groups the demand will increase by 5445 between September 2013 (25,921) and September 2021 (31,366), an increase of 21%, before beginning a gradual decline.
3. Table 2 shows the equivalent data for the secondary phase.

Table 2: GLA secondary projections for all Brent by year group and academic year

GLA secondary projections by year and age										
		Year Group								Totals
PA	Year	11	12	13	14	15	16	17	18	11 to 15
All	2011	2,912	2,912	2,938	3,007	2,942	2,277	1,445	25	14,711
All	2012	3,033	3,011	3,006	3,098	3,060	2,212	1,379	29	15,208
All	2013	2,812	2,988	2,998	3,004	2,992	2,123	1,372	0	14,794
All	2014	2,765	2,843	3,000	3,079	2,979	2,046	1,363	16	14,666
All	2015	3,077	2,797	2,873	3,030	3,108	2,077	1,307	8	14,885
All	2016	3,200	3,088	2,805	2,881	3,037	2,152	1,318	8	15,011
All	2017	3,306	3,212	3,098	2,813	2,888	2,101	1,366	8	15,317
All	2018	3,419	3,319	3,222	3,107	2,821	1,999	1,338	8	15,887
All	2019	3,648	3,432	3,329	3,231	3,115	1,952	1,271	8	16,755
All	2020	3,780	3,662	3,442	3,339	3,240	2,156	1,239	8	17,463
All	2021	3,867	3,795	3,675	3,453	3,348	2,243	1,368	7	18,138
All	2022	3,941	3,882	3,806	3,685	3,462	2,318	1,423	8	18,776
All	2023	4,092	3,947	3,886	3,810	3,688	2,391	1,464	8	19,423
All	2024	4,086	4,098	3,950	3,889	3,812	2,548	1,516	9	19,835

4. Table 2 shows that the highest total number of places – 19,835, and the largest Year 7 cohort – 4086 – is forecast by September 2024. This represents an

increase of 5,041 in the need for total places from September 2013, equivalent to 34 forms of entry. The Year 7 difference forecast for 2024 is equal to over 42 FE, an increase of 70% over the 2013 recruitment level.

5. The projections for September 2013 will be checked against the January 2014 school census once returns from all schools have been received. This will confirm the actual number of children on roll and validate the accuracy of the projections.

GLA Methodology and Accuracy

6. Brent and 25 other London boroughs commission the Greater London Authority (GLA) for school place projections. The GLA (and its predecessors) have provided such projections for over 30 years and, overall, they have been generally reliable within certain margins. However, they have always come with “health warnings” since the science of predicting school populations is not exact and has to deal with a large number of variables that cannot be predicted with precision.
7. Since they rely to some extent on projecting forward trends in actual school admissions the projections have struggled during the last decade to reflect the scale of migration patterns affecting many London authorities. They have sometimes over-estimated demand arising from new housing where the pace of development was slowed due to economic factors and conversely under-estimated demand where patterns of tenure such as “buy to let” were prevalent.
8. The projections tend to be most accurate at the overall, borough, level. Since they rely to a significant degree on actual recent trends, they are also more reliable over the short term. At more local levels, factors such as the location (and relative popularity) of individual schools in relation to borough boundaries can distort the picture. In all cases, therefore, it is necessary for local knowledge to be factored into the judgement made about the scale of change needed to school capacities.
9. The GLA uses birth and fertility rates (obtained from health records), population data (obtained from national census data), school census data, numbers and ages of children without a school place, details of expanding schools, migration data and future housing development data to project school place demand. The housing development and school data is obtained from Councils.
10. For planning purposes for primary schools the Council and the GLA split the borough into planning areas. Planning areas (PA) are divisions of the borough based on natural boundaries such as major roads and are used as a method to project demand. They come with the ‘health warning’ that children frequently travel to school across planning area boundaries, particularly to attend faith schools.

11. Primary school roll projections are prepared for the Council by the GLA on a planning area basis and aggregated to a borough wide figure. Prior to 2012 the standard projection methodology made use of a combination of catchment and replacement ratios. The catchment ratio is the ratio of school age groups to equivalent age groups in the local population – this is useful where the school roll reflects the local resident population and where longer range forecasts are required. The replacement ratio takes historical survival rates from one year group to the next and projects them forward. This method picks up the impact of cross border flows and is particularly useful where the number on roll does not reflect changes in the local population. The two ratios are combined in varying proportions over the ten years of projections with a greater emphasis placed on replacement ratios in the immediate years ahead and subsequently more emphasis is placed on catchment ratios.
12. In view of the recent large shifts in London's school rolls the GLA has devised an updated methodology, in use since 2012, to allow for this. The new approach includes analysis of 'survival ratios'; the percentage of children who move into the following academic year in an area and do not move out of borough for example. Up to six years of historic data are used to calculate survival ratios. Early testing since 2012 suggests that this new methodology performs better than the other standard methods available. It has now become the GLA service's primary method of roll projection.
13. This change in methodology indicates that the GLA projections used in this report and for a future revised strategy are more likely to be accurate than the data used for the previously approved strategy in August 2012.
14. Alongside the methodology used, the quality of data going into the projections is also crucial to the accuracy of the GLA projections. Prior to the 2011 Census, it was believed that the accuracy of the GLA projections was questionable as projections showed an under estimation of numbers. To rectify the situation the Council would add between 5% -10% to the projections so that they reflected more accurately what was happening in reality. At the time of the August 2012 report approving the current strategy for primary school expansion the GLA projections being used did not include data from the most recent 2011 national Census. Now that data from the 2011 Census has been made available and included along with changes to the GLA methodology described above, the projections are more likely to be accurate.
15. Another significant area of data forming the GLA projections is the local information provided by the Council. In the past, the GLA has only used the number of children on school rolls to project forward; it now includes the number of children who at the time of data collection are not on a school roll as they are waiting for an offer.
16. In order to test the GLA projections for September 2014, officers have compared the GLA projections over the last three academic years to data from the school censuses taken three times each academic year. This shows that in fact, the GLA projections for the reception intake have actually over-estimated

the number of children there would be in Brent consistently over the last three years. For our decision-making, it is important to note however that the difference between projections and actuals is much less in the current year, indicating that the projections have become more likely to be accurate since the methodology changed.

For the purposes of February's report on temporary accommodation requirements, officers have tested the GLA projections for Reception aged pupils for the 2014-15 academic year against the number of applications received on the closing date of 15 January 2014. 3,926 on time applications were received for admission to Reception in September 2014. Last year 683 late applications were received after the closing date as at the beginning of September 2013. It is a reasonable assumption that a similar pattern may generate approximately 700 late applications for the 2014/15 academic year. This makes a potential total of 4,626 applications for the 2014/15 academic year. In the last two years an average of 10% of Brent resident applications secured places out of borough rather than take up places in Brent. Last year 425 Brent resident pupils were offered out borough schools and 209 out borough pupils were offered a place in a Brent school a net loss of 216 Brent residents. Using this 90% conversion rate for applications to places; this equates to 4,163 Reception places being required in 2014-15. GLA projections set out a requirement for 4,146 places. No such test can be applied to the older year groups however the analysis above indicates that the GLA projections are more likely to be accurate than in previous years. This test against actual data and historical trends shows that it is reasonable to use the GLA projections for school place planning for Reception aged children as well as for children in all year groups for September 2014.

APPENDIX 7; PRIMARY PROJECTIONS BY PLANNING AREAS

The following charts indicate the shortfalls in capacity in each planning area, showing both overall total levels of demand/capacity and the profile for the reception year in each area. The charts show the effect on capacity of the school expansions already approved and being implemented, up to Phase 3, based on the assumption that these can all be made available by 2016.

Extra capacity of 3 FE is potentially available in PA 5 from expansions at Malorees Infant and Junior Schools and from proposals affecting Kilburn Park School and Carlton Vale Infant School, if these can be agreed. These were originally put forward as part of the programme for the Phase 3 and 4 expansions but have not yet been taken forward, either due to site/funding issues or, as in the case of Kilburn Park and Carlton Vale, because discussions with the interested parties are still at an early stage.

The capacity assessment also excludes the 420 places currently being provided in temporary schemes since these will not be available in the long term.

Planning Area 1

The projections indicate that PA1 will have a shortfall of reception class provision of 70 places in 2014, equivalent to 2.5 FE, growing to over 4 FE by 2024 - by which time the overall capacity of primary schools in the Planning Area will also be deficient by the same margin. Beyond the Oriental City development in Phase 3 there are currently no further expansion schemes envisaged for PA1.

Chart 1 **Planning Area 1 – total demand and capacity**

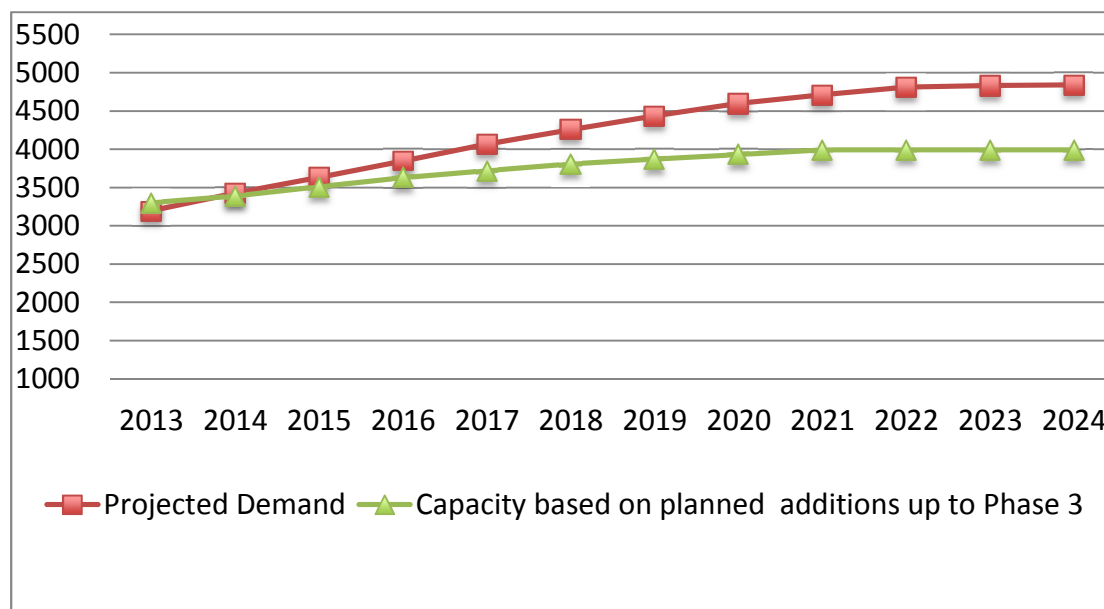
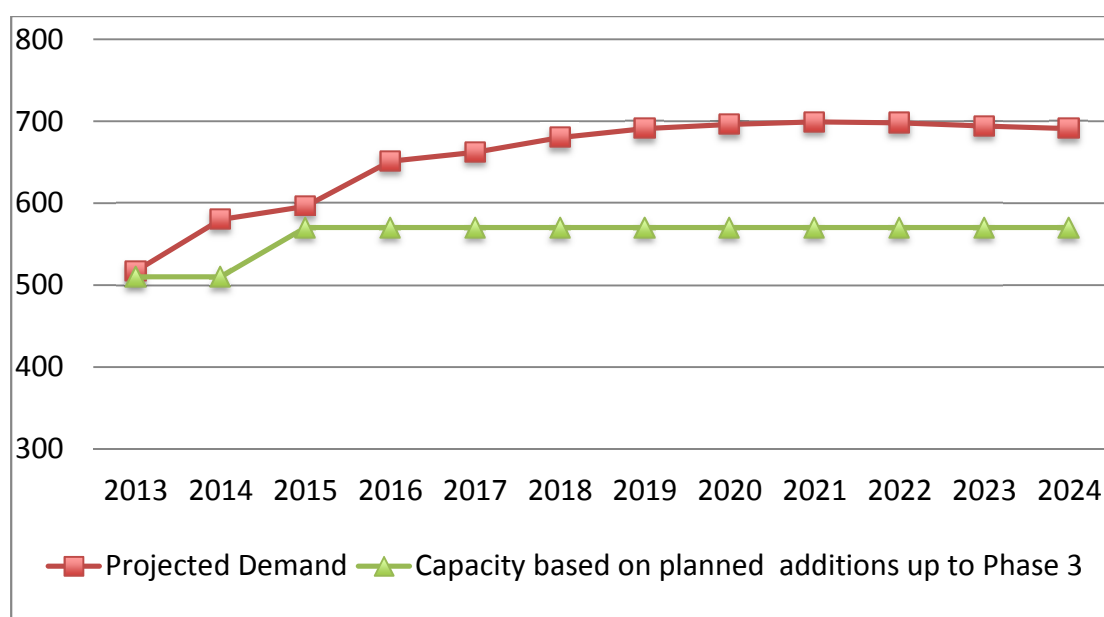


Chart 2 **Planning Area 1 - Reception demand and capacity**



Planning Area 2

The school capacity in Planning Area 2 will benefit from the two 2 FE expansion project at Uxendon in Phase 3. However demand will outstrip capacity from 2015 with a shortfall rising to 2 FE both in overall terms and for the reception year group by 2020, then gradually reducing.

Chart 3 **Planning Area 2 – total demand and capacity**

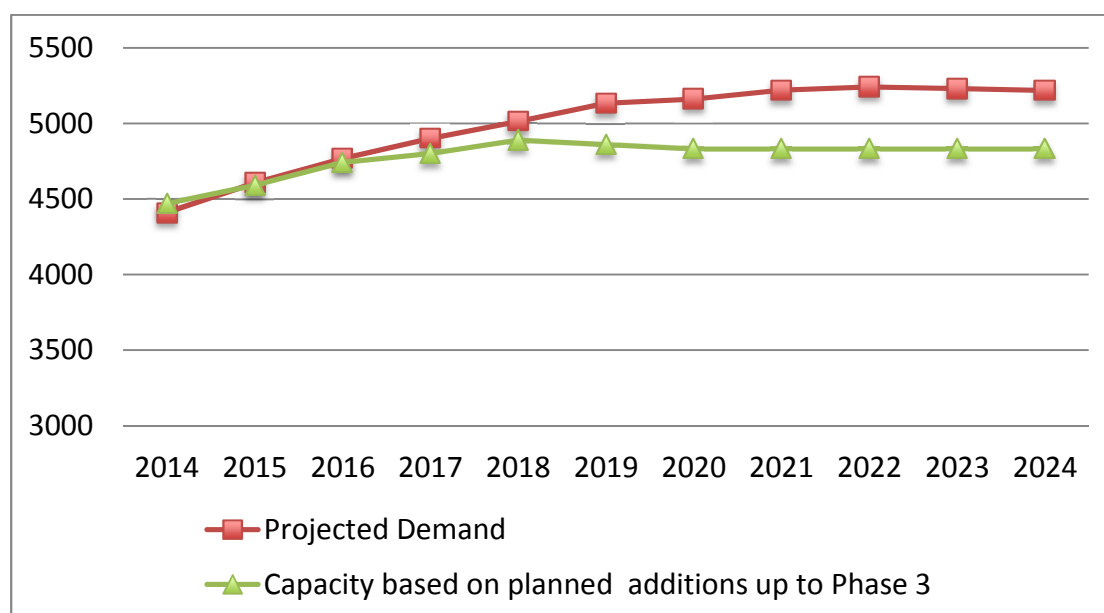
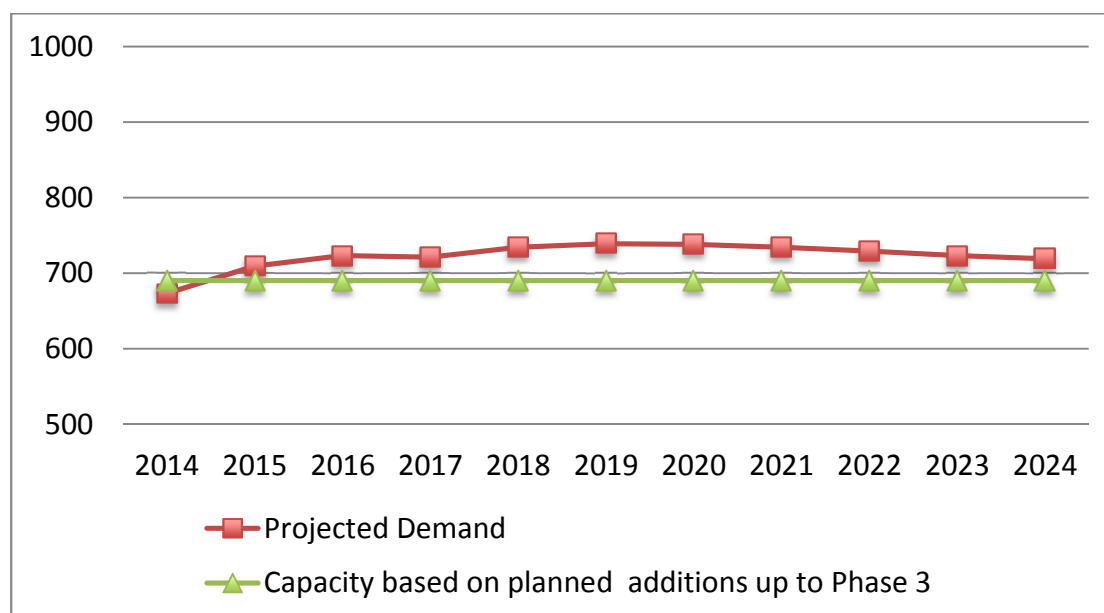


Chart 4 **Planning Area 2 - Reception demand and capacity**



Planning Area 3

Planning Area 3 will have a 0.5 FE deficit in reception places by 2017, and a 1FE deficit in places overall by 2018, both growing to a 3 FE shortfall by 2024. The capacity assessment includes the Phase 3 expansion of 2 FE at Elsley School, but there are no Phase 4 schemes currently agreed for this PA.

Chart 5 **Planning Area 3 – total demand and capacity**

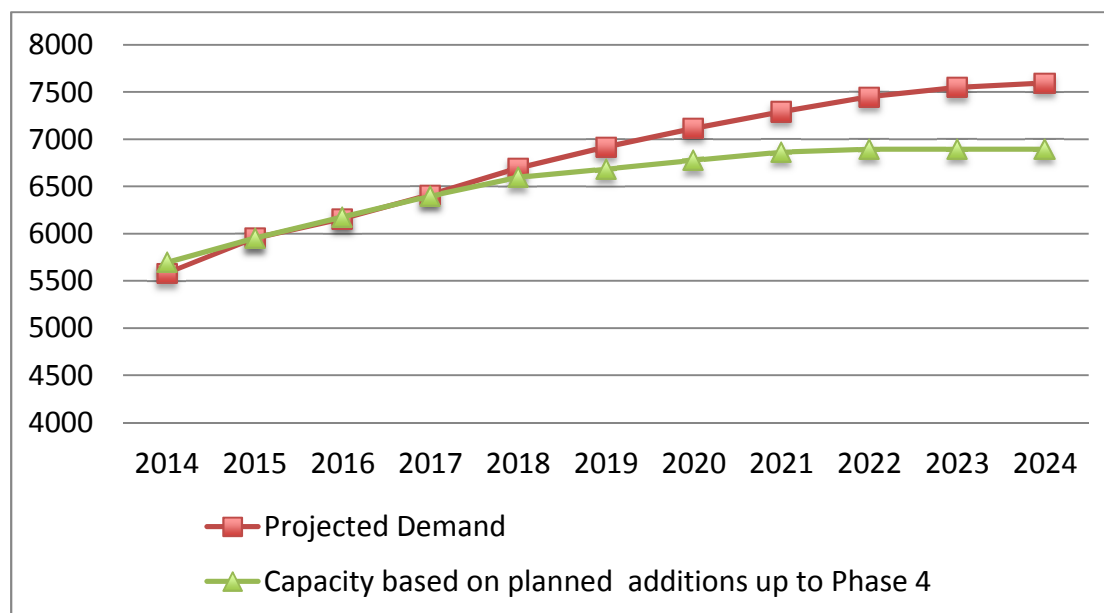
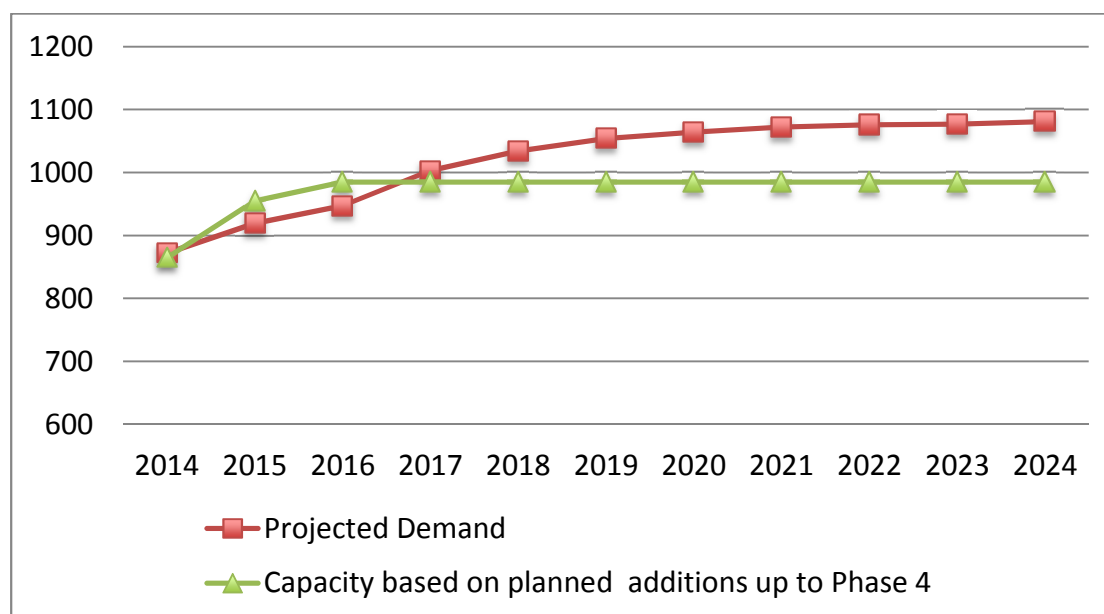


Chart 6 **Planning Area 3 - Reception demand and capacity**



Planning Area 4

Capacity in Planning Area 4 will benefit from the 1 FE Phase 3 scheme at Stonebridge. With this, capacity will satisfy demand except for a shortfall – of less than 1 FE between 2019 and 2022. There will be sufficient capacity in the reception year group throughout the period up to 2024 except for a small deficit, of 11 places in 2016.

Chart 7 **Planning Area 4 – total demand and capacity**

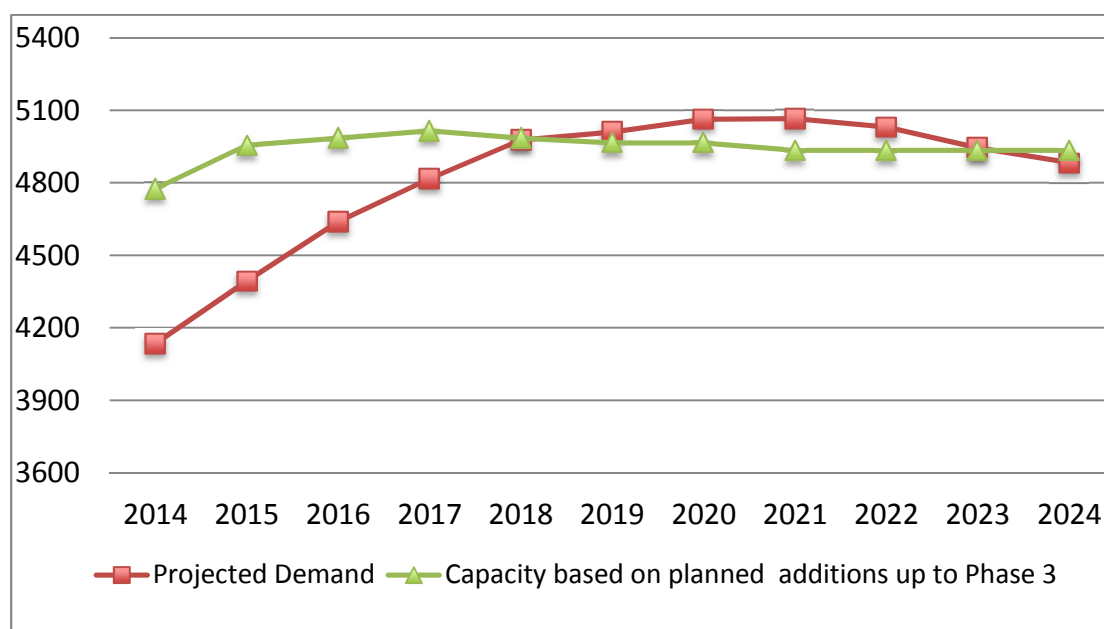
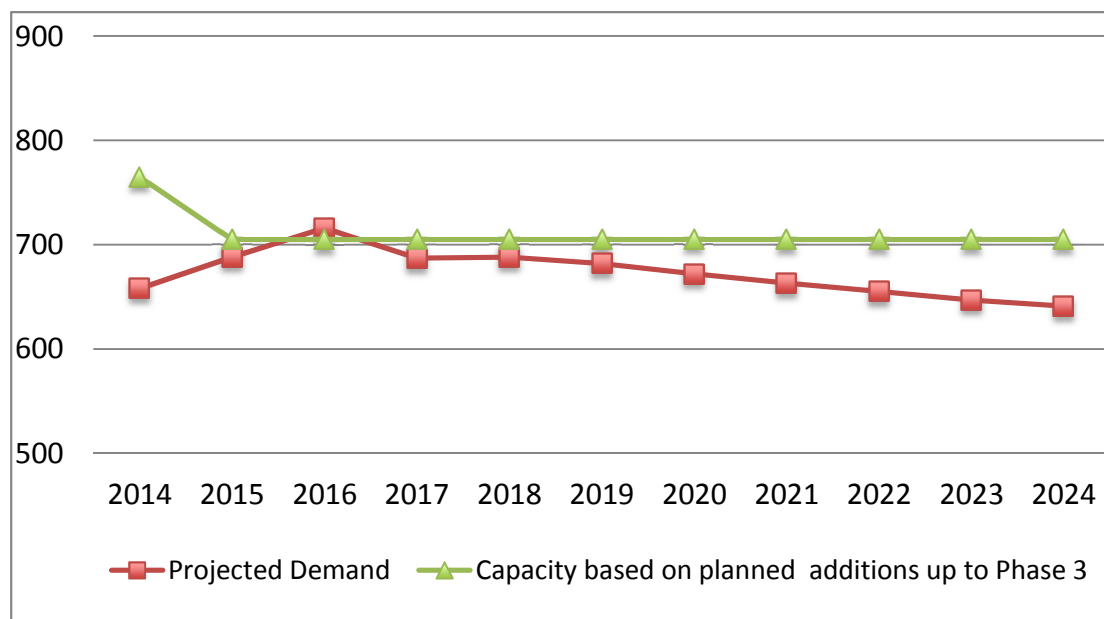


Chart 8 **Planning Area 4 - Reception demand and capacity**



Planning Area 5

Planning Area 5 is projected to have a shortfall in overall capacity from 2015 (of less than 1 FE) growing to 2.5 FE by 2021. There will also be a shortfall in the reception year group from 2015 (of just over one class) rising to a 2 FE gap from 2017. From 2021 the projections indicate a gradual reduction in demand will occur. If the scheme originally put forward for Phase 3 at Malorees School is able to proceed, however, this would reduce the shortfall by 1 FE, and if the Kilburn Park/Carlton Vale proposals were delivered, this would more than eliminate the remaining net deficit.

Chart 9 Planning Area 5 – total demand and capacity

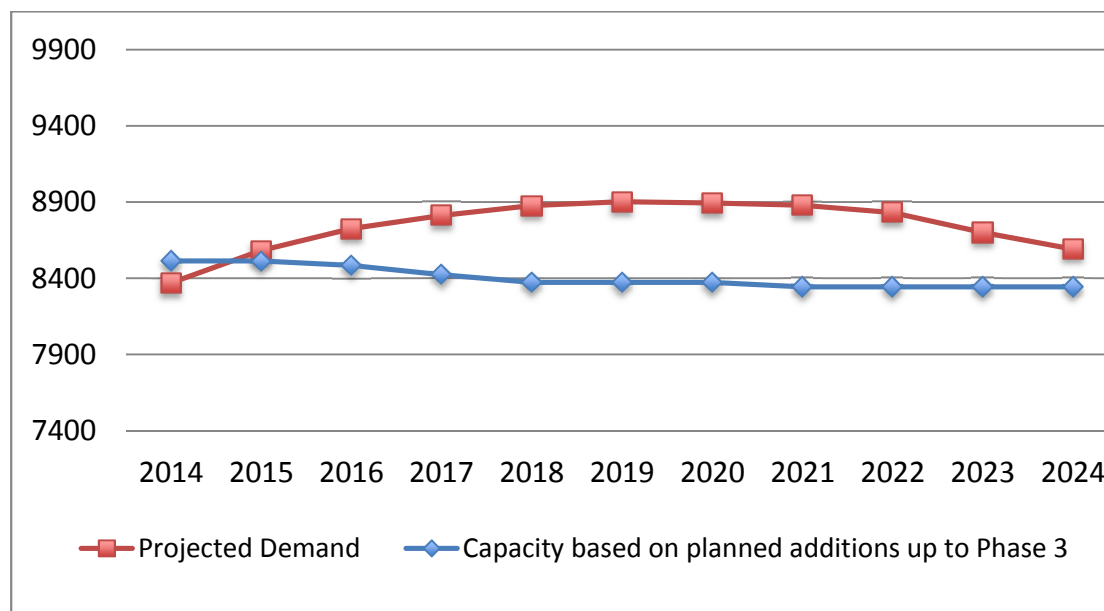
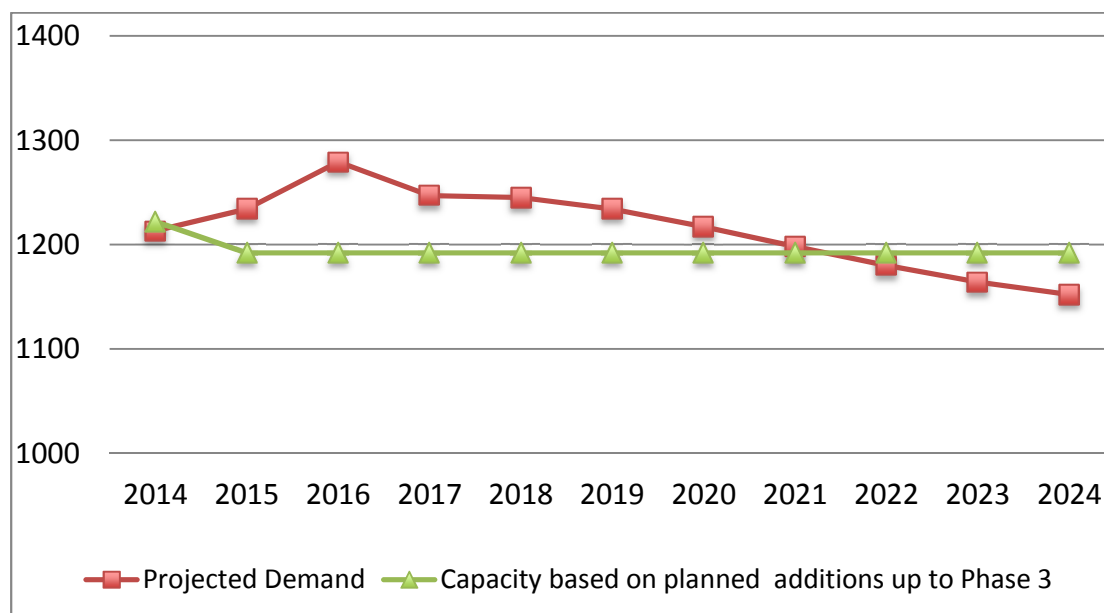


Chart 10 Planning Area 5 - Reception demand and capacity



Conclusion

Demand for, and supply of, school places is not evenly spread across the 5 Planning Areas. Allowing for planned projects that are expected to be completed by September 2016, a net deficit of over 12 FE would remain, though this can potentially be partially offset if the putative projects at Malorees and Kilburn Park/Carlton Vale can be delivered, by 3 FE. Additional expansions should be targeted for locations that can serve the catchments in PAs 1, 3 and 5 where the largest shortfalls would otherwise remain.

Ends.



Executive
24 March 2014

Report from the Director of Regeneration and Growth

Wards affected:
ALL

Universal Infant Free School Meals – Allocation and Use of Capital Grant Funding

1.0 Summary

- 1.1 On 23 January 2014, the Minister of State for Schools outlined the basis of how Local Authorities and Head-Teachers were to be supported in enabling schools to comply with government requirements in offering universal free school meals (FSM) to all children in Key Stage 1 from September 2014 and announced that £150million capital funding would be available to Local Authorities, Dioceses and Trustees of Voluntary Aided schools to support schools in providing FSM.
- 1.2 In order to enable schools to meet the minimum requirements by September 2014, this report seeks Executive approval for the development of a costed programme of works to schools to enable the delivery of Universal Infant Free School Meals (UIFSM). The report also requests Delegated Authority to agree the pre-tender considerations and the award of a work contract or contracts to deliver prioritised schemes arising from the programme of works.

2.0 Recommendations

For the Executive to:

- 2.1 Note that the Operational Director for Regeneration & Growth (Property and Projects) will develop a costed programme of works at schools as described in the report for the delivery of Universal Infants Free School Meals for agreement by the officer-level Major Projects Review Panel.
- 2.2 Approve the use of capital from the sources described in this report to deliver the programme of works once agreed.
- 2.3 To delegate authority to the Strategic Director of Regeneration & Growth to agree the pre-tender considerations (including evaluation criteria) for the

procurement of a works contractor or contractors for the delivery of the programme, and for the procurement of design services if not delivered in-house.

- 2.4 To delegate authority to the Strategic Director of Regeneration & Growth in consultation with the Chief Finance Officer to award the contract(s) referred to in paragraph 2.2

3.0 Detail

- 3.1 A Government led pilot project, held between 2009-2011, culminated in the Universal Infant Free School Meals (UIFSM) initiative for all Reception and Key Stage 1 (KS1) pupils (i.e. all pupils in Reception, Year 1 and Year 2) in state-funded schools. The Government's intention is to legislate over the next few months for infant and primary schools to offer free meals, not necessarily hot meals, within these Year Groups by September 2014. The Minister for Schools has stated that the legislation will include an option to extend the policy to additional year groups in future years.
- 3.2 In a letter, dated 23 January 2014, the Minister of State for Schools outlined the basis of how Local Authorities and Head teachers were to be supported in enabling schools to comply with their statutory requirements in offering free school meals (FSM) for 2014-15 and identified that £150million capital funding would be available to Local Authorities, Dioceses and Trustees of Voluntary Aided schools to support schools in providing FSM. The letters sent to both Local Authorities and school Headteachers are attached at Appendix 1.
- 3.3 In the letter the Minister has expressed a view that, whilst acknowledging that UIFSM funding is not ring-fenced, Local Authorities are encouraged to prioritise capital expenditure according to need to ensure that schools are supported in the provision of free school meals to pupils and should consider creative approaches in enabling schools to meet an increase in demand for free school meals. The announcement includes notification of the intention to amend the Children and Families Bill currently before Parliament to place a legal duty on primary schools to deliver this commitment.
- 3.4 Brent's UIFSM funding allocation 2014-15 is £832,725, of which £242,434 is in respect of the Voluntary Aided (VA) schools' allocation. The EFA has directed that the VA element of UIFSM may be added to 2014-15 LCVAP funding or vice versa and, as such, must follow the same rules for expenditure in that monies must be committed and spent by March 2015, otherwise it will be retained by central government. The VA schools are required to contribute 10% towards project costs increasing the funding available in this sector to £269,371.
- 3.5 There is scope for Brent to work with the VA schools sector on a strategic basis to utilise UIFSM funding. For example, Brent might wish to co-ordinate the VA UIFSM funding and possibly also the LCVAP allocation and allocate according to need, rather than on pupil numbers per faith sector which is the current allocation process agreed with the VA Schools Sector within Brent. This is an option that is being discussed with the VA sector, having been strongly supported by the Schools Forum and following consultation with the

EFA and other similar Authorities. This may be therefore presented as an option in the proposed programme of works, once an audit of schools is completed.

- 3.6 The Council's strategy for the proposed programme of works is to deliver it in consultation with schools, based on clear data. To facilitate compilation of the programme of works, an audit is being carried out of infant and primary schools' kitchens, to include equipment, chattels and dining facilities. It should be noted that some schools do not have a proper kitchen and receive meals prepared and cooked elsewhere for reheating and serving on their own premises. The meals may be cooked at other schools who act as "provider" schools, or from external sources.

In addition, levels of projected increased take-up of meals are being assessed taking into account the following considerations:

- The number of children that require meals (free or otherwise); how many are on the school roll
- Actual numbers of current take-up of school meals, and estimated future take-up assuming 100% take-up in KS1
- Numbers / proportions of pupils who may take up a free school meal for the first time, who may require a halal or kosher meal or any other requirement which may involve storing, preparing or cooking food separately, and the impact of this on space requirements
- Kitchen size, heavy equipment and chattels installed are suitable for the numbers of children required, particularly where an opportunity for increased pupil numbers exist; checking ownership of such equipment, with a view to replacing only major items where required
- Strategic opportunities of future-proofing schools which are well placed to respond to future and/or further increase in take-up of meals
- Physical expansion of kitchens either by extension or conversion, prioritising school meal 'providers'
- Improvements to existing kitchen areas
- Improvement to dining facilities/furniture, where additional children's take-up of meals cannot be accommodated in existing layout, or where excessive queuing exists
- Improvements to wash-up and server areas, particularly in 'non-provider', or, 'receiver' schools and improvements to dry and cold storage
- Deliverability of the project at individual schools, given timescales within which to spend the funding at VA schools, in particular
- Potential for proposed works to be completed in context with Capital AMP works, thereby enhancing funding streams
- Consider prioritising schools that are able to match-fund and that are 'provider' schools, again, enhancing funding streams
- Assessment of the status of existing school contract caterers to ensure no conflicting interests prevail, that potential funding enhances meal provision, and whether their contracts with schools need to be varied to reflect the increased numbers

- 3.7 Due to the sum of funding involved and given the deadline within which schools must comply with the anticipated legislation (September 2014), delegated authority is sought from the Executive to agree both the pre-tender considerations and the award of contracts to enable delivery of a required programme of works within the timescale. Pre-tender considerations are defined in Contract Standing Orders and include deciding what works etc. are being procured, how this will be packaged (one contract or many), the procurement process and the evaluation criteria. The procurement strategy is likely to involve use of a process of obtaining written quotations for the works contracts and construction consultancy if required with the use of a framework for associated equipment.
- 3.8 A mechanism will be found, without slowing the process, for representatives of VA schools, including the Dioceses of the CofE and RC schools and Trustees of the Jewish and Muslim schools to be involved in the process of prioritising projects within the proposed programme of works to assist decision making and give transparency.
- 4.0 Financial Implications**
- 4.1 The Minister of State for Schools has made available to all Local Authorities, £150 million capital funding in 2014-15 to support schools in providing free school meals to all children in Key Stage 1. Brent's allocation of UIFSM funding is £832,725 (£590,291 for community schools and £242,434 for VA sector schools).
- 4.2 The UIFSM capital funding is not ring-fenced and as such, may be used in any order of given priorities as considered appropriate by Executive Members. However, the provision of free School Meals (FSM) is to become, by September 2014, a legislative requirement at primary schools.
- 4.3 The VA element of UIFSM capital funding must be committed and spent by March 2015. The VA schools are required to contribute 10% towards project costs increasing the funding available in this sector to £269,371.
- 4.4 The cost of capital works involved to support the schools legislative requirements cannot yet be ascertained, as the audit of schools, which is to inform the programme of works is not yet completed. As such, procurement of works cannot commence and costs are therefore currently unknown.
- 4.5 If following completion of the programme of works there is a shortfall in the level of UIFSM funding available to bring primary schools up to minimum standards a report will be submitted to the Executive outlining options available. Conversely if there is an under-spend of this non ring-fenced funding this will be made available to the Executive to support the Council's overall Capital Programme.
- 4.6 The other aspects of the implementation of universal FSM, namely the revenue funding arrangements and ensuring that children who should qualify for pupil premium still do so are all in hand across Children and Families, Finance and Customer Services. In addition the Procurement Team has been

working with the contractors who are on the council's framework for school meals to ensure that the changes proceed as smoothly as possible.

5.0 Legal Implications

- 5.1 The announcements on 23 January 2014, from the Minister of State for Schools to Local Authorities and Head teachers, indicate that the government intends to amend the Children and Families Bill to place a legal duty on primary schools to offer free meals to KS1 pupils from September 2014; the Bill is currently before Parliament and at a late stage in its progress through the different parliamentary stages. However the proposed amendment has not been introduced yet, so until this happens and it becomes law, it is not clear exactly what scope of legal duty will be placed on schools, or whether there will be a related duty on local authorities to support maintained schools in this provision.
- 5.2 Works arising from the proposed programme of works will assist schools in being able to meet the minimum requirement and so discharge the anticipated legal duty. However there is also a risk that the costs of the works identified in the proposed programme of works will exceed the capital available, which will leave some schools at risk of not being able to meet their legal duty (and also the Council if it is also placed under a duty). As indicated in the Financial Implications, at that point a further report would be presented to the Executive.
- 5.3 In accordance with the Council's Standing Orders and Financial Regulations, the Executive is required to authorise and approve all High Value contract. Works contracts with a value in excess of £500,000.00 and design services with a value above £250,000 are High Value contracts. At the time of writing this report, the programme of works is not formed and so the process for procurement of the Works or associated services cannot be commenced, although it is envisaged that works contracts will exceed £500,000.00 in value because of the capital sum available. Due to the timeline in which to enable schools to meet minimum requirements, it is recommended that the Executive delegate authority to the Strategic Director of Regeneration & Growth to approve both the pre-tender considerations and the award of contracts for the required procurements. Legal and Procurement advice will be taken to ensure that the contracts are procured to comply with the requirements of the EU public procurement rules and the Council's own Contract Standing Orders.

6.0 Diversity Implications

- 6.1 An Equalities Impact Assessment is attached at Appendix 2, and officers consider that there are positive implications, as detailed in the Equality Analysis.

7.0 Staffing/Accommodation Implications (if appropriate)

- 7.1 Not appropriate in this report

Background Papers

Contact Officers

Christine Moore
Capital Project Manager
Regeneration & Growth Department

Andy Donald
Director of Regeneration & Growth



APPENDIX 1

Rt Hon David Laws MP
Minister of State for Schools

Sanctuary Buildings 20 Great Smith Street Westminster London SW1P 3BT
tel: 0370 000 2288 www.education.gov.uk/help/contactus

To all Directors of Children's Services
Local authorities in England

23 January 2014

Dear Director of Children's Services,

Universal free school meals for infants

As you may be aware, there are important changes happening in school lunch provision in state-funded infant and primary schools. The Government has announced that, from September 2014, we will provide funding to enable schools to offer a free lunch to every primary school child in reception classes, year 1 and year 2. We have also announced today that we intend to amend the Children and Families Bill which is currently before Parliament to place a legal duty on primary schools to deliver this important commitment.

In addition to making over £1 billion in revenue funding available over the next two years, the Chancellor announced in his Autumn Statement that the Government will be making capital funding of £150 million available in 2014-15 to support schools in providing free school meals to all children in reception, year 1 and year 2 from September 2014. The details of the capital allocations for universal infant free school meals by local authority were announced on 18 December, and are attached at Annex A. They can also be found at <http://tinyurl.com/qh992nu>.

We know, from pilot projects held between 2009-2011, that universal free school meals can have significant benefits both for individual children and for the broader life of the school. Pupils in the pilot areas were found to eat more healthily and perform better academically – and these improvements were most pronounced among the poorest pupils. Schools also reported improved

behaviour and atmosphere, as a result of all pupils (and an increasing number of teachers) eating together every day.

Clearly, it is for you to prioritise capital expenditure according to your local circumstances. However, I hope that you will identify ways to use this funding to help schools secure the benefits of universal infant free school meals for their pupils. I would like to encourage you to consider how this funding could be used to improve school kitchen and dining facilities, and to support creative approaches to meeting the increase in demand for school food, such as through the expansion of hub kitchens. Your allocation includes an element for the voluntary-aided sector, and you will also want to consider working with colleagues in this sector as you take your plans forward. You will also shortly be notified of your maintenance allocations for 2014-15; it is for you to judge how best to use these funds to meet school needs.

We have also announced today how revenue funding for this policy will be allocated in 2014-15. After discussion with local authorities, schools and caterers, we have decided that the fairest approach is to allocate schools a flat rate of £2.30 per meal taken, based on actual take-up by newly eligible infant pupils which will be measured in the Schools Census from next year. In addition, we recognise that some smaller schools will face particular challenges. We will therefore be providing transitional funding totalling £22.5million in 2014-15 for small schools, which will be provided before the start of the new academic year. More details will be made available shortly.

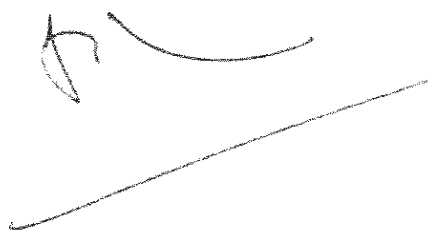
To help you with your plans, which may involve renegotiating existing catering contracts, the Government has set up a webpage on free schools meals, which you can find at: <http://tinyurl.com/d7ywsnj>. This will provide more details on the support available for the implementation of the policy once they become available. If you want to contact the Department directly, you can do so at freeschoolmeals.mailbox@education.gsi.gov.uk.

I would also strongly recommend that you read the School Food Plan (www.schoolfoodplan.com): an invaluable source of both inspiration and practical advice. As well as explaining the case for universal free school meals in greater depth, it lays out 16 further actions that the Government and others will be taking to help improve the food culture in our schools.

The Secretary of State and I have also written today directly to all primary headteachers about this policy: I enclose a copy of that letter for your information.

Thank you in advance for helping to deliver this major reform, which will have a positive impact on children, schools and families up and down our country.

Yours sincerely,

A handwritten signature in black ink, consisting of a stylized 'D' followed by a horizontal line and a diagonal stroke.

David Laws MP

Annex A

Capital Allocations:

Universal infant free school meals capital in financial year 2014-15

Universal infant free school meals capital	
Other allocations	
Academies	20,856,157
LA and VA allocations	
LA UIFSM capital	102,742,203
VA UIFSM capital	26,401,641
Total UIFSM	150,000,000

Allocations to local authorities

LA Num	LA Name	Universal infant free school meals capital 2014-15		
		LA	VA	Total UIFSM 2014-15
TOTALS		102,742,203	26,401,641	129,143,843
301	Barking and Dagenham	708,101	92,428	800,528
302	Barnet	600,472	345,641	946,114
370	Barnsley	366,857	81,562	448,419
800	Bath and North East Somerset	353,269	53,595	406,864
822	Bedford Borough	317,152	30,910	348,062
303	Bexley	440,694	100,177	540,871
330	Birmingham	2,267,245	596,647	2,863,891
889	Blackburn with Darwen	261,234	242,347	503,581
890	Blackpool	121,297	108,489	229,786
350	Bolton	489,918	325,814	815,732
837	Bournemouth	171,764	135,243	307,007
867	Bracknell Forest	282,479	58,011	340,490
380	Bradford	1,350,141	257,110	1,607,251
304	Brent	590,291	242,434	832,725
846	Brighton and Hove	517,577	124,291	641,867
801	Bristol, City of	707,940	91,865	799,805
305	Bromley	386,780	30,824	417,603
825	Buckinghamshire	1,105,663	241,568	1,347,231
351	Bury	356,034	168,924	524,959
381	Calderdale	361,085	108,792	469,877
873	Cambridgeshire	1,289,292	141,997	1,431,289
202	Camden	225,999	166,413	392,412
823	Central Bedfordshire	523,590	64,158	587,748

895	Cheshire East	639,635	177,236	816,872
896	Cheshire West and Chester	663,526	187,886	851,412
201	City of London	0	7,619	7,619
908	Cornwall	757,646	89,614	847,259
331	Coventry	755,762	198,276	954,038
306	Croydon	712,309	131,390	843,700
909	Cumbria	828,836	321,138	1,149,975
841	Darlington	68,866	18,702	87,568
831	Derby	634,304	49,699	684,003
830	Derbyshire	1,761,052	231,264	1,992,316
878	Devon	1,283,400	228,624	1,512,023
371	Doncaster	602,597	107,796	710,393
835	Dorset	615,584	267,846	883,430
332	Dudley	773,920	81,388	855,308
840	Durham	1,039,603	251,135	1,290,738
307	Ealing	834,528	196,631	1,031,160
811	East Riding of Yorkshire	752,956	32,642	785,598
845	East Sussex	985,408	198,146	1,183,554
308	Enfield	817,893	230,875	1,048,768
881	Essex	2,727,179	430,147	3,157,326
390	Gateshead	376,277	118,966	495,243
916	Gloucestershire	1,029,341	228,277	1,257,619
203	Greenwich	658,515	156,023	814,539
204	Hackney	467,631	118,360	586,991
876	Halton	240,710	125,156	365,867
205	Hammersmith and Fulham	194,893	141,088	335,981
850	Hampshire	3,055,034	388,587	3,443,621
309	Haringey	505,110	143,945	649,055
310	Harrow	504,790	116,628	621,418
805	Hartlepool	159,939	82,427	242,366
311	Havering	536,417	106,325	642,741
884	Herefordshire	246,883	83,986	330,869
919	Hertfordshire	2,474,003	599,071	3,073,074
312	Hillingdon	564,797	131,434	696,231
313	Hounslow	613,059	95,761	708,820
921	Isle of Wight	226,239	69,786	296,026
420	Isles of Scilly	4,930	0	4,930
206	Islington	307,131	145,547	452,678
207	Kensington and Chelsea	117,048	121,996	239,044
886	Kent	2,777,325	553,788	3,331,113
810	Kingston Upon Hull, City of	273,620	91,172	364,792
314	Kingston upon Thames	285,605	127,624	413,229
382	Kirklees	1,033,470	200,701	1,234,171
340	Knowsley	203,150	252,824	455,974
208	Lambeth	513,087	210,225	723,312
888	Lancashire	1,779,731	1,520,882	3,300,614
383	Leeds	1,685,091	342,741	2,027,832
856	Leicester	882,270	65,674	947,943
855	Leicestershire	886,719	122,819	1,009,538
209	Lewisham	663,927	173,254	837,180
925	Lincolnshire	1,084,939	152,084	1,237,023
341	Liverpool	663,646	555,606	1,219,253
821	Luton	601,234	85,285	686,519
352	Manchester	845,993	404,172	1,250,164

887	Medway	566,681	98,445	665,126
315	Merton	437,086	165,807	602,894
806	Middlesbrough	261,033	92,385	353,418
826	Milton Keynes	658,315	82,341	740,656
391	Newcastle upon Tyne	496,332	160,786	657,117
316	Newham	1,027,097	96,367	1,123,464
926	Norfolk	1,708,781	230,225	1,939,007
812	North East Lincolnshire	186,275	0	186,275
813	North Lincolnshire	349,781	6,840	356,621
802	North Somerset	429,310	101,649	530,959
392	North Tyneside	440,453	103,900	544,354
815	North Yorkshire	1,269,049	184,466	1,453,515
928	Northamptonshire	1,216,939	228,147	1,445,086
929	Northumberland	536,737	142,863	679,600
892	Nottingham	481,100	11,689	492,789
891	Nottinghamshire	1,715,315	175,202	1,890,517
353	Oldham	412,073	283,388	695,461
931	Oxfordshire	1,120,254	354,213	1,474,467
874	Peterborough	490,439	72,470	562,910
879	Plymouth	571,892	38,789	610,681
836	Poole	253,177	20,607	273,783
851	Portsmouth	442,057	46,928	488,985
870	Reading	299,515	84,073	383,587
317	Redbridge	776,245	123,122	899,367
807	Redcar and Cleveland	302,641	35,586	338,227
318	Richmond upon Thames	355,273	193,341	548,614
354	Rochdale	492,484	194,034	686,517
372	Rotherham	600,152	70,739	670,890
857	Rutland	49,665	11,689	61,354
355	Salford	427,987	232,130	660,117
333	Sandwell	776,526	97,320	873,845
343	Sefton	396,280	328,238	724,518
373	Sheffield	1,118,931	72,167	1,191,098
893	Shropshire	587,365	75,458	662,822
871	Slough	167,194	110,307	277,502
334	Solihull	425,462	153,253	578,714
933	Somerset	837,134	233,949	1,071,083
803	South Gloucestershire	675,592	72,297	747,889
393	South Tyneside	260,392	112,948	373,340
852	Southampton	440,654	40,781	481,435
882	Southend-on-Sea	388,704	54,894	443,598
210	Southwark	494,688	264,556	759,244
342	St. Helens	292,700	215,160	507,860
860	Staffordshire	1,777,006	260,053	2,037,059
356	Stockport	647,973	164,509	812,482
808	Stockton-on-Tees	381,288	128,663	509,951
861	Stoke-on-Trent	432,196	69,527	501,722
935	Suffolk	1,576,902	168,924	1,745,826
394	Sunderland	443,019	119,832	562,850
936	Surrey	1,965,445	785,312	2,750,757
319	Sutton	366,296	89,744	456,040
866	Swindon	360,965	28,226	389,191
357	Tameside	463,983	168,145	632,128
894	Telford and Wrekin	448,631	46,495	495,126

883	Thurrock	196,817	62,860	259,677
880	Torbay	121,738	34,633	156,371
211	Tower Hamlets	591,373	157,236	748,609
358	Trafford	416,122	233,039	649,161
384	Wakefield	564,075	91,172	655,248
335	Walsall	590,972	106,844	697,816
320	Waltham Forest	535,134	85,631	620,765
212	Wandsworth	437,287	177,799	615,086
877	Warrington	347,296	274,383	621,679
937	Warwickshire	1,025,172	266,071	1,291,243
869	West Berkshire	365,895	75,458	441,353
938	West Sussex	1,439,210	403,263	1,842,472
213	Westminster	101,094	219,056	320,150
359	Wigan	328,135	542,965	871,100
865	Wiltshire	786,427	279,578	1,066,005
868	Windsor and Maidenhead	254,780	101,736	356,515
344	Wirral	623,802	241,048	864,850
872	Wokingham	407,343	73,509	480,853
336	Wolverhampton	588,206	83,380	671,586
885	Worcestershire	1,030,824	241,395	1,272,219
816	York	378,602	68,098	446,700



Rt Hon Michael Gove MP

Secretary of State

Rt Hon David Laws MP

Minister of State for Schools

Sanctuary Buildings Great Smith Street
Westminster London SW1P 3BT

tel: 0370 000 2288

www.education.gov.uk/helo/contactus

23 January 2014

Dear headteacher,

UNIVERSAL FREE SCHOOL MEALS FOR INFANTS

As you may be aware, there are important changes on the way for school lunch provision in English schools. The Government has announced that, from September 2014, every child in reception, year 1 and year 2, in state-funded schools, will be offered a free school lunch.

This follows a recommendation in the School Food Plan, an independent review published in July 2013, which aims to bring about a significant increase in the numbers of children eating good food in schools.

We have decided to write this letter jointly to you, as education ministers from both parties of the Coalition Government. This emphasises that this policy has strong cross-party support, and schools can plan confidently in the knowledge that we are making a serious and long term policy commitment.

As a signal of our commitment to universal infant free school meals, we are also announcing today our intention to amend the Children and Families Bill, which is currently before Parliament, to place a legal duty on primary schools to offer free meals to all pupils in reception, year 1 and year 2 from this September. The legislation will also include a power to extend the policy to additional year groups in future. Existing entitlements to free school meals for disadvantaged pupils in nursery classes and at key stages 2-4 will continue as now.

We know, from pilot projects held between 2009-2011, that universal free school meals can have significant benefits both for individual children and for the broader life of the school. Pupils in the pilot areas were found to eat more healthily and

perform better academically – and these improvements were most pronounced among the poorest pupils. Schools also reported improved behaviour and atmosphere, as a result of all pupils (and an increasing number of teachers) eating together every day.

We appreciate that you may have concerns about the logistical challenges of feeding more children: everything from managing longer queues to adapting your dining area or kitchen. The pilot projects showed that, with commitment on all sides and good planning, none of these challenges are insurmountable. But we would like to reassure you that we are making available a package of help and advice targeted at those schools that will need it most. We will announce the full details of this package shortly.

We have allocated significant new funding to support this policy – over £1billion between 2014 and 2016, including £150million of capital funding in 2014-15 to improve kitchen and dining facilities. The details of this capital funding were published before Christmas and can be accessed at <http://tinyurl.com/gh992nu>.

We have also announced today how revenue funding for this policy will be allocated in 2014-15. After discussion with schools, caterers and local authorities, we have decided that the fairest approach is to allocate schools a flat rate of £2.30 per meal taken, based on actual take-up by newly eligible infant pupils, which will be measured in the Schools Census from next year. In addition, we recognise that some smaller schools will face particular challenges. We will therefore be providing transitional funding totalling £22.5million in 2014-15 to small schools, which will be provided before the start of the new academic year. More details will be made available shortly.

Every school is different. No-one knows the individual circumstances of your school better than you, the headteacher. In addition, the role of headteachers in creating a culture and ethos around school food was crucial for the success of the universal free school meal pilots. We would therefore urge you to start as soon as possible to consider the implications of this policy for your school, such as renegotiating existing catering contracts, and how you plan to deliver it.

In doing so, you should bear in mind that the introduction of free school meals for infants is likely to lead to greater take-up of school meals in other year groups too. You might therefore want to future-proof your plans so that your school is well placed to respond to any future further increase in take-up.

To help you make your plans, the Government has set up a webpage on free school meals, which you can find at <http://tinyurl.com/d7ywsnj>. This will provide more details on the support available for the implementation of the policy once they become available.

We would also strongly recommend that you read the School Food Plan (www.schoolfoodplan.com/universal-free-school-meals): an invaluable source of both inspiration and practical advice, which is largely written for headteachers. As well as explaining the case for universal free school meals in greater depth, it lays out 16 further actions that the Government and others will be taking to help you improve the food culture in your schools. This includes mandatory cooking and food education as part of the new national curriculum for all children up to the age of 14.

Some schools have contacted the Department with concerns about the impact of this change on the pupil premium. We would like to reassure you that pupil premium funding will not be affected. Schools will still receive the pupil premium for children from disadvantaged backgrounds, with funding allocations for 2014-15 informed by School Census data collected in January 2014. We encourage you to make sure that your School Census return is accurate so that you receive your full allocation.

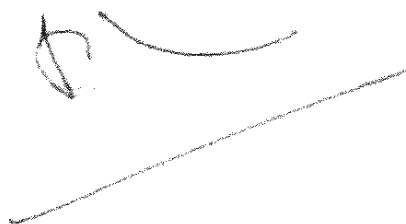
The Department is also considering how the pupil premium is allocated in the longer term. A number of local authorities, such as Southwark, Newham, Durham and Islington, have provided free school meals to their primary pupils while still submitting the data used in the allocation of the pupil premium. We are considering their experience and will set out our proposals in due course.

We want to end by thanking you in advance for helping to deliver this major reform, which will have a positive impact on children, schools and families up and down our country. We know how much work headteachers put in day in, day out – often well beyond your contract hours. We would like to take this opportunity to thank you most sincerely for your dedication.

We would be grateful if you could pass a copy of this letter to your Chair of Governors, and also to the person who has the day-to-day lead for food matters in your school.



MICHAEL GOVE



DAVID LAWS

cc Local authority Directors of Children's Services

2014

Equality Analysis Guidance and Form

APPENDIX 2



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.

1. Roles and Responsibilities: please refer to stage 1 of the guidance	
Directorate: Regeneration & Growth Service Area: Property & Projects	Person Responsible: Name: Christine Moore Title: Capital Projects Manager Contact No: 0208 937 3118 Signed: Christine Moore
Name of policy: To utilise non-ring fenced government funding to support schools in the provision of free school meals to all KS1 pupils	Date analysis started: 28/01/2014 Completion date: 01/09/2014 Review date: N/A
Is the policy: New ☒ Old	Auditing Details: Name: Elizabeth Bryan Title: Partnership Equality Policy Officer Date: 20/02/2014 Contact No: 0208 937 1190 Signed: Elizabeth Bryan
Signing Off Manager: responsible for review and monitoring Name: Richard Barrett Title: Operational Director – Property & Projects Date Contact No: 0208 937 1330 Signed:	Decision Maker: Name individual /group/meeting/ committee: Executive Committee Date: 24 March 2014

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?

Please refer to stage 2 of the guidance.

Government has recently made available, for 2014-15, £150million capital funding to all Local Authorities to support state-funded schools in providing free school meals to all children in Reception, Year 1 and Year 2 (KS1 pupils). From September 2014, this will become a legislative requirement; it is noted that a Bill to put this into place, is currently before Parliament.

From national pilot projects held between 2009-2011, Government has concluded that universal free school meals can have significant benefits both for children and for the wider life of the school, provided that its process is embraced by principle school stakeholders. Pupils in the pilot areas were found to eat more healthily and perform better academically; schools reported improved behaviour and atmosphere as a result of pupils eating together each day.

Due to the success of the pilot projects, Government has rolled out the Free School Meal (FSM) initiative to all state-funded schools for all KS1 pupils. Brent Council's allocation is £832,725 and it is not ring-fenced. However, once schools are audited, a set of criteria informing a Business Case will be assembled to consider those schools which do not currently meet minimum standards who may receive capital funded works, including purchasing of equipment to enable the provision of FSM from September 2014.

The Plan will be to assess the schools' capacity to offer school meals to all KS1 pupils, assuming a 100% take-up and taking into consideration the numbers of pupils on the school roll.

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

Based on pilot projects carried out in various parts of the country, it is believed that universal free school meals have significant benefits for both pupils and the whole school life. Reported improvements from the Government led pilot projects noted marked improvements in healthier eating and academic performance, particularly among the poorest pupils.

This being the case, it is envisaged that assisting schools to offer school meals, will foster healthier pupils and improvements in academic achievement, across all pupils, regardless of class, sex, economic or social background. Essentially, FSM will provide children from low income families with a nutritious meal, as well as the wider school population.

Please give details of the evidence you have used:

The Government led pilot projects into the provision of FSM is the basis for rolling out to all Local Authorities the Universal Infant Free School Meal (UIFSM) UIFSM initiative and correlated capital funding.

Brent is in the process of auditing its infant and primary schools kitchens and dining facilities in order to inform and assemble a priority needs-based Business Case to assess which schools might receive a share of its £832,725 capital funding to assist with the provision of offering FSM.

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;**

FSMs will promote healthy eating and tackle disadvantage and will assist Brent in addressing lack of educational achievement. Children will have access to a nutritious meal during the school day. This may be the only substantial meal that the child receives. This provision will benefit the most disadvantaged children in the borough.

The Universal Infant Free School Meals initiative targets all KS1 pupils in state-funded schools, therefore no child will be stigmatised for receiving free school meals; the fact that all children in these year groups will be offered FSM, may be seen as a holistic approach to ensuring all pupils, wherever possible, sit and eat together, regardless of means of doing so.

(b) Advance equality of opportunity;

It is envisaged that all pupils in KS1 will be able to benefit from the provision of FSM, thereby enjoying the opportunity of healthier meals and, based on pilot projects, the ability to enhance academic performance.

This provision helps Brent to support children, particularly the most vulnerable and disadvantaged and assist in raising the level of attainment for low income families.

(c) Foster good relations

With good planning and input from principle stakeholders, the provision of FSM provides the opportunity for KS1 pupils to socialise, sit and eat together in a culture and ethos around healthy eating and living.

The provision of FSM will promote equality within the school environment, ensuring all children have access to a nutritiously balanced meal, irrespective of their families financial situation.

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

Headteachers, Bursars, Dioceses, Trustees, principle stakeholders and Officers were consulted on the process of allocation of UIFSM funding, via an audit of schools. The general consensus is that an audit take place of all relevant schools kitchens and dining facilities to inform a priority needs-based Business Case, to assess which schools may receive a share of the capital funding to undertake specific works to enable and/or assist with the provision of FSM from September 2014, from which date, such provision becomes a legal requirement.

Until the audit is completed and set of criteria agreed, points ii – v are not known however, it is envisaged that all schools will meet the minimum standard required to meet the statutory provision by September 2014.

- 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?**

6. 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.

Please refer to stage 2, 3 & 4 of the guidance.

No negative impact on any protected group has been identified; likewise, no unmet needs/requirements affecting specific protected groups have been identified. The UIFSM is a provision for all KS1 pupils.

Please give details of the evidence you have used:

The UIFSM is a provision for all KS1 pupils, as directed by Government. The completed audit of school kitchens and dining facilities will inform the Business Case as to which schools are in need of capital funding to enable the provision of FSM.

7. Analysis summary

Please tick boxes to summarise the findings of your analysis.

Protected Group	Positive impact	Adverse impact	Neutral
Age	X (KS1 pupils)		
Disability			X
Gender re-assignment			X
Marriage and civil partnership			X
Pregnancy and maternity			X
Race	X		
Religion or belief			X
Sex			X
Sexual orientation			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.

No 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 Government's UIFSM funding initiative is a tool for enabling schools to meet statutory requirements from September 2014, to offer FSM to all KS1 pupils in state-funded schools.

To ensure Brent's schools meet at least the minimum requirement, an audit of its infant and primary schools is to take place so that the process of funding allocation to meet associated project costs is fair, transparent and cost-effective. Once the audit is completed, further discussions with the principle Schools Estate stakeholders will take place, with a proposed programme of works. Subject to 24 March 2014 Executive approval, via Delegated Authority, bestowed on the Operational Director of Property & Projects, he will undertake the procurement for Works, award contracts and purchase necessary equipment for those schools in priority need.

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.

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:

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.

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.

A further audit of school kitchens and/or dining facilities may be necessary at a later stage, but it is more likely that the school's ability and success in providing FSM to KS1 pupils will become a mark for assessment by OFSTED, the official body for inspecting and monitoring progress of schools. Monitoring of the success of the FSM provision is expected to result in improved levels of attainment, improved and healthy eating habits and improvement in behaviour, as will be monitored by OFSTED.

10. Action plan and outcomes

At Brent, we want to make sure that our equality monitoring and analysis results in positive outcomes for our colleagues and customers.

Use the table below to record any actions we plan to take to address inequality, barriers or opportunities identified in this analysis.

Action	By when	Lead officer	Desired outcome	Date completed	Actual outcome

Please forward to the Corporate Diversity Team for auditing.

Introduction

The aim of this guidance is to support the Equality Analysis (EA) process and to ensure that Brent Council meets its legal obligations under the Equality Act 2010. Before undertaking the analysis there are three key things to remember:

- It is very important to keep detailed records of every aspect of the process. In particular you must be able to show a clear link between all of your decisions and recommendations and the evidence you have gathered.
- There are other people in the council and in your own department who have done this before and can offer help and support.
- The Diversity and Consultation teams are there to advise you.

The Equality Act 2010

As a Public Authority, Brent Council is required to comply with the Public Sector Equality Duty (PSED) contained in the Equality Act 2010. These duties require Brent Council to have 'due regard' to the need to

- Eliminate discrimination, be it direct or indirect discrimination

- Advance equality of opportunity between persons who share a relevant protected characteristic and others who do not share it; and
- Foster good relations between people who share a protected characteristic and those who do not share it

The equality duty covers:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Marriage and civil partnership (direct discrimination only)
- Race
- Religion or belief
- Sex (formally known as gender)
- Sexual orientation

What is equality analysis?

Equality Analysis is core to policy development and decision making and is an essential tool in providing good services. Its purpose is to allow the decision maker to answer two main questions.

- Could the policy have a negative impact on one or more protected groups and therefore create or increase existing inequalities?
- Could the policy have a positive impact on one or more protected groups by reducing or eliminating existing or anticipated inequalities?

What should be analysed?

Due consideration of the need for an Equality Analysis should be addressed in relation to all policies, practices, projects, activities and decisions, existing and new. There will be some which have no equalities considerations, but many will. Where an EA is undertaken, some policies are considered a higher risk than others and will require more time and resources because of their significance. This would include:

- Policies affecting a vulnerable group such as young people, the elderly and people with a disability
- Policies related to elective services such as Sports Centres or Libraries
- High profile services
- Policies involving the withdrawal of services
- Policies involving significant reductions in funding or services
- Policies that affect large groups of people
- Policies that relate to politically sensitive issues

It can sometimes be difficult to identify which policies are more sensitive. If you are in doubt seek advice from a more senior officer or the Diversity Team.

When should equality analysis be done?

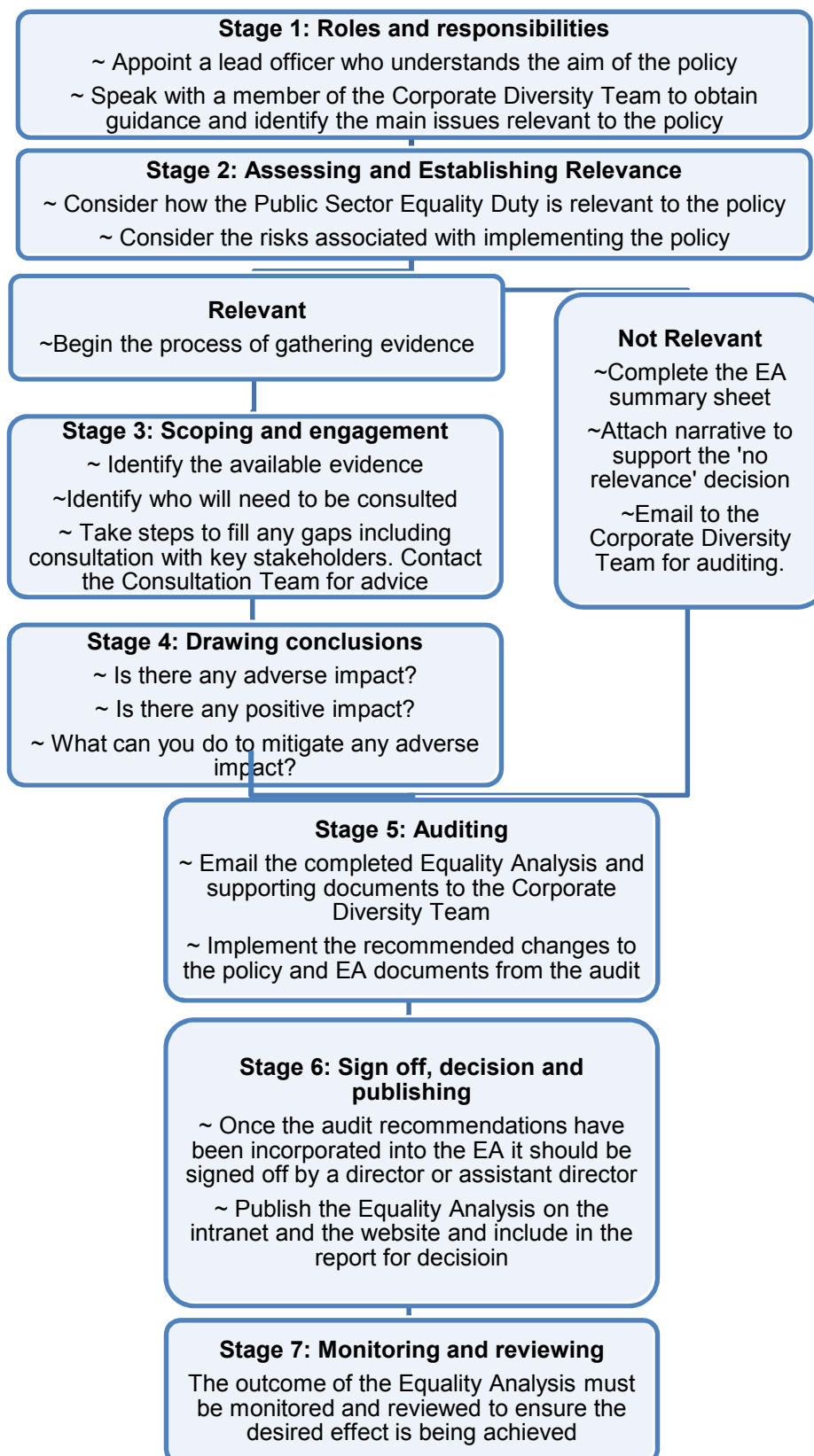
The EA must be completed before the policy is sent to the decision maker but should be carried out at the earliest possible stage. The advantage of starting early is that the equalities data informs and shapes the policy as it develops and progresses and this allows more time to address issues of inequality. You should also bear in mind that several changes may be happening at the same time. This would mean ensuring that there is sufficient relevant information to understand the cumulative effect of all of these decisions.

Positive action

Not all policies can be expected to benefit all groups equally, particularly if they are targeted at addressing particular problems affecting one protected group. (An example would be a policy to improve the access of learning disabled women to cancer screening services.) Policies like this, that are specifically designed to advance equality, will, however, also need to be analysed for their effect on equality across all the protected groups.

Brent Council's Equality Analysis Process

This flow chart sets out the process for carrying out an EA. Details on each stage of the process follow. Please note that it may be necessary to consult the Corporate Diversity team at each stage and that Legal may also need to be involved. This should be factored in to the time scale.



Stage 1: Roles and Responsibilities

The first stage in the process is to allocate the following roles.

Role	Responsibilities and tasks
Decision maker - the person or group making the policy decision (e.g. CMT/Executive/Chief Officer).	• Check that the analysis has been carried out thoroughly: • Read and be familiar with the EA and any issues arising from it and know, understand and apply the PSED. (The evidence on which recommendations are based must be available to this person.) • Take account of any countervailing factors e.g. budgetary and practical constraints
The officer undertaking the EA	• Contact the Corporate Diversity and Consultation teams for support and advice • Develop an action plan for the analysis • Carry out research, consultation and engagement if required • Develop recommendations based on the analysis • Submit the EA form to the Diversity team for audit with the evidence and any other relevant documents including the report the EA will be attached to • Incorporate the recommendations of the audit • Include the Equalities Analysis in papers for decision-makers
The Corporate Diversity Team. Usually an individual officer will be assigned at the start of the process	• Provide support and advice to the responsible officer • Carry out the audit of the EA to monitor quality standards and ensure it is sufficiently rigorous to meet the general and public sector duties. • Return the analysis to the responsible officer for further work if it fails to meet the necessary standard • Consult Legal if necessary (this stage of the process will take at least 5 days)
The council officer responsible for signing off the EA. Usually a senior manager within the relevant directorate	Ensure: • That the EA form is completed • That any issues raised as part of the auditing process have been fully dealt with • That the EA, the evidence used and any issues arising from the analysis are brought to the attention of the decision maker • Ensure that the findings are used to inform service planning and wider policy development.

Stage 2: Assessing and Establishing Relevance

We need to ensure that all of our policies and key decisions, both current and proposed, have given appropriate consideration to equality. Consideration of the need for an EA needs to be given to all new policies, all revised policies, all key decisions and changes to service delivery need an EA. Those that are more relevant will require more resources and data.

The following questions can help you to determine the degree of relevance, but this is not an exhaustive list:

Key Questions:

- Does the policy have a significant effect in terms of equality on service users, employees or the wider community? Remember that relevance of a policy will depend not only on the number of those affected but also by the significance of the effect on them.
- Is it a major policy, significantly affecting how functions are delivered in terms of equality?
- Will it have a significant effect on how other organisations operate in terms of equality?
- Does the policy relate to functions that previous engagement has identified as being important to particular protected groups?
- Does or could the policy affect different protected groups differently?
- Does it relate to an area with known inequalities (for example, access to public transport for disabled people, racist/homophobic bullying in schools)?
- Does it relate to an area where equality objectives have been set by Brent Council?

If the answer to any of the above is “yes”, you will need to carry out an Equalities Analysis.

“Not relevant”

If you decide that a policy does not impact on any of the equality needs contained in the public sector equality duty, you will need to:

- Document your decision, including the reasons and the information that you used to reach this conclusion. **A simple statement of no relevance to equality without any supporting information is not sufficient, nor is a statement that no information is available.** This could leave you vulnerable to legal challenge so obtaining early advice from the Corporate Diversity team would be helpful.
- Complete the EA Form and send it to the Corporate Diversity Team for auditing. If the Corporate Diversity Team advises that policy is relevant then you will need to continue the EA process (See flowchart). If the Corporate Diversity Team advises that the policy is not relevant then you will need to have it signed off, publish it and put in place monitoring arrangements for the policy.

Stage 3: Scoping

Scoping establishes the focus for the EA and involves carrying out the following steps:

- Identify how the aims of the policy relate to equality and which aspects have particular importance to equality.
- Identify which protected groups and which parts of the general equality duty the policy will, or is likely to, affect.
- Identify what evidence is available for the analysis, what the information gaps are, and establish which stakeholders can usefully be engaged to support the analysis.

Think about:

- The purpose of the policy, and any changes from any existing policy
- The reason for the policy
- The context
- The beneficiaries
- The intended results

At this early stage you should start to think about potential effects on protected groups. This could mean that you decide to change your overall policy aims or particular aspects of the policy in order to take better account of equality considerations. It is often easier to do this at an earlier stage rather than having to reconsider later on in the process.

Sources of information

It is important to have as much up-to-date and reliable information as possible about the different groups likely to be affected by the existing or proposed policy. The information needed will depend on the nature of the existing or proposed policy, but it will probably include many of the items listed below:

- The Brent Borough profile for demographic data and other statistics
- Census findings; the 2011 census data will be available during 2012
- Equality monitoring data for staff and/or service users
- Reports and recommendations from inspections or audits conducted on service areas
- Previous reports that have been produced either on a similar topic or relating to the same service user group
- Responses to public enquiries on similar topics e.g. Freedom of Information requests
- Comparisons with similar policies in other departments or authorities to help you identify relevant equality issues.
- Analysis of enquiries or complaints from the public to help you understand the needs or experiences of different groups.
- Recent research from a range of national, regional and local sources to help you identify relevant equality issues.
- Results of engagement activities or surveys to help you understand the needs or experiences of different groups.

- Local press and other media. This will tell you whether there is public concern about possible equalities implications and help you to highlight issues for engagement

Many of these sources will be consulted as a matter of course when reviewing or developing a policy. Equalities considerations are one part of the policy process, not an extra.

Service user information

The type of information you need will depend on the nature of the policy. However, information relating to service users is usually essential. Consider:

- The full range of information that you already have about the user group e.g. information contained within service reviews, audit reports, performance reviews, consultation reports
- Who actually uses the service?
- When do they use it?
- How do they use it and what are their experiences?
- Are there alternative sources of provision that could be accessed?
- Who will be using the service in the future?
- Information from groups or agencies who deliver similar services to your target group e.g. survey results from voluntary and community organisations.

Identify your information gaps

If you do not have equality information relating to a particular policy or about some protected groups, you will need to take steps to fill in your information gaps. This could mean doing further research, undertaking a short study, conducting a one off survey or consultation exercise, holding a focus group etc.

Engagement

The Consultation team are available to advise on all aspects of engagement. You may wish to carry out engagement, which can help you to:

- Gather the views, experiences and ideas of those who are, or will be, affected by your decisions.
- Base your policy on evidence rather than on assumptions
- Check out your ideas
- Find solutions to problems and develop ways to overcome barriers faced by particular groups.
- Design more appropriate services,
- Monitor and evaluate the success of your policies and understand where improvements may be necessary.
- Avoid the costs of remedying and adapting services after their implementation
- Pre-empt complaints, which can be costly and time-consuming.

But remember you don't always have to consult or embark upon engagement if you already have enough information to assess the likely impact of the policy change on the equality needs, and if there is no other legal duty to consult. This engagement

can form part of the broader consultation being carried out around service changes. You can also use recent engagement and research activities as a starting point, for example on a related policy or strategy and you can use documentation resulting from other equality analysis that Brent Council (or others) have undertaken.

For your engagement to be effective you will need to:

- Think carefully about who you should engage with. You will need to prioritise those who are most likely to be affected by the policy and those who will experience the greatest impact in terms of equality and good relations.
- In regard to people with a disability, as good practice it is recommended that they should be actively involved in engagement activity which directly affects them or the services that they receive.
- Make sure that the level of engagement is appropriate to the significance of the policy and its impact on equality
- Consider what questions you will need to ask, in order to understand the effect of the policy on equality. If you find it difficult to frame suitable questions you may take advice from the Corporate Diversity and Consultation teams
- Link into existing forums or community groups or to speak with representatives to help you reach less visible groups or those you have not engaged with before.
- Create opportunities for people to participate in supportive and safe environments where they feel their privacy will be protected, or via technology such as the internet
- Think of strategies that address barriers to engagement. Other people in the council have experience of this and can advise, as can the Corporate Diversity team and the Consultation team.

Stage 4: Drawing conclusions

You will need to review all of the information you have gathered in order to make a judgement about what the likely effect of the policy will be on equality, and whether you need to make any changes to the policy.

You may find it useful to ask yourself “What does the evidence (data, consultation outcomes etc.) tell me about the following questions”:

- Could the policy outcomes differ between protected groups? If so, is that consistent with the policy aims?
- Is there different take-up of services by different groups?
- Could the policy affect different groups disproportionately?
- Does the policy miss opportunities to advance equality and foster good relations, including, for example, participation in public life?
- Could the policy disadvantage people from a particular group?
- Could any part of the policy discriminate unlawfully?
- Are there other policies that need to change to support the effectiveness of the policy under consideration?

If the answer to any of the above is "yes", you should consider what you can do to mitigate any harmful effects. Advice from the Diversity team will be particularly helpful at this stage.

You will also want to identify positive aspects of the policy by asking yourself:

- Does the policy deliver practical benefits for protected groups?
- Does the policy enable positive action to take place?
- Does the policy help to foster good relations between groups

Having considered the potential or actual effect of your policy on equality, you should be in a position to make an informed judgement about what should be done with your policy.

There are four main steps that you can take:

- **No major change**
- **Adjust the policy**
- **Continue the policy**
- **Stop and remove the policy**

(please see EA form for detailed descriptions of each decision)

Decisions may involve careful balancing between different interests, based on your evidence and engagement. For example, if the analysis suggests the needs of two groups are in conflict, you will need to find an appropriate balance for these groups and for the policy in question. The key point is to make sure the conclusions you reach can be explained and justified. Speak to the Diversity team if you are unsure. As a result of your analysis you may need to develop new equality objectives and targets. These should be documented on the EA form.

Stage 5: Auditing

Once you have completed the EA you will need to complete the EA Form and send it to the Corporate Diversity Team for auditing. It is important to ensure that the EA Form is completed as fully as possible. Documenting all of your analysis is important to ensure that you can show how the general and specific duties are being met. This aspect of the analysis has been subject to legal challenge so you need to be able to show how you reached your conclusions. The audit process involves the Corporate Diversity Team reviewing the completed form, the information and evidence. Sometimes this may require advice from Legal. You need to bear in mind that this will take at least five days. The team will send you back a feedback form with comments and recommendations which you will need to action prior to the sign off of the form.

Stage 6: Sign Off, Decision and Publishing

Once the EA Form is completed, the document must be signed off and the completed document must be sent to the Corporate Diversity Team to be published on the council website.

Decision-making

In order to have due regard to the aims of the public sector equality duty, decision-making must be based on a clear understanding of the effects on equality. This means that Directors, CMT and others who ultimately decide on the policy are fully aware of the findings of the EA and have due regard to them in making decisions. They are also entitled to take into account countervailing factors such as budgetary and practical constraints.

Stage 7: Monitoring and Reviewing

Your EA, and any engagement associated with it, will have helped you to anticipate and address the policy's likely effects on different groups. However, the actual effect of the policy will only be known once it has been introduced. You may find that you need to revise the policy if, for instance:

- Negative effects do occur
- Area demographics change, leading to different needs,
- Alternative provision becomes available
- New options to reduce an adverse effect become apparent

You will need to identify a date when the policy will be reviewed to check whether or not it is having its intended effects. This does not mean repeating the EA, but using the experience gained through implementation to check the findings and to make any necessary adjustments. Consider:

- How you will measure the effects of the policy?
- When the policy will be reviewed (usually after a year) and what could trigger an early revision (see above)?
- Who will be responsible for monitoring and review?
- What type of information is needed for monitoring and how often it will be analysed?
- How to engage stakeholders in implementation, monitoring and review?

Section 3: Glossary

Civil partnership: Legal recognition of a same-sex couple's relationship. Civil partners must be treated the same as married couples on a range of legal matters.

Direct discrimination: This refers to less favourable treatment of one individual, if, because of that person's protected characteristic, that person is treated less favourably than another. Direct discrimination cannot be justified unless it is discrimination on the grounds of age.

Disability: A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities.

Equality information: The information that you have (or that you will collect) about people with protected characteristics that will help you to show compliance with the equality duty. This may include the findings of engagement with protected groups and others and evidence about the effect of your policies on protected groups. It includes both qualitative and quantitative information, as well as evidence of analysis you have undertaken.

Gender reassignment: This is the process of transitioning from one sex to another. See also trans, transgender, transsexual.

Harassment: Unwanted conduct related to a protected characteristic that has the purpose or effect of violating a person's dignity or creates an intimidating, hostile, degrading, humiliating or offensive environment. It may also involve unwanted conduct of a sexual nature or be related to gender reassignment or sex.

Indirect discrimination: This is when a neutral provision, criterion or practice is applied to everyone, but which is applied in a way that creates disproportionate disadvantage for persons with a protected characteristic as compared to those who do not share that characteristic, and cannot be shown as being a proportionate means of achieving a legitimate aim.

Mitigation: This is when measures are put in place that lessen the negative effects of a policy or policies on protected groups.

Objective justification: Your provision may indirectly discriminate against a particular group if:

- It is a proportionate means to achieve a legitimate end
- The discrimination is significantly outweighed by the benefits
- There is no reasonable alternative to achieve the legitimate end

For example, some employers have policies that link pay and benefits to an employee's length of service, such as additional holiday entitlement for long-serving employees. This may indirectly discriminate against younger people who are less likely to have been employed for that length of time, but in most circumstances it is seen as being a proportionate way of encouraging staff loyalty.

Direct discrimination on the grounds of age can also be objectively justified (no other direct discrimination can be).

Positive action: Lawful actions that seeks to overcome or minimise disadvantages that people who share a protected characteristic have experienced, or to meet their different needs (for example, providing mentoring to encourage staff from under-represented groups to apply for promotion).

Pregnancy and Maternity: Pregnancy is the condition of being pregnant. Maternity is the period after giving birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, including as a result of breastfeeding.

Proportionality: The weight given to equality should be proportionate to its relevance to a particular function. This may mean giving greater consideration and resources to functions or policies that have the most effect on the public or on employees.

Race: This refers to a group of people defined by their colour, nationality (including citizenship), ethnic or national origins.

Reasonable adjustment: Public authorities making adjustments to the way in which they carry out their functions so that disabled people are not disadvantaged by the way in which those functions are carried out. This is with regard to policies, practices or procedures, premises, and the provision of auxiliary aids or services.

Relevance: How far a function or policy affects people, as members of the public, and as employees of the authority. Some functions may be more relevant to some protected groups than to others, and to one or more of the three elements of the general equality duty. The function or policy may still be relevant if the numbers affected by it are very small.

Religion or belief: Religion means any religion, including a reference to a lack of religion. Belief includes religious and philosophical beliefs including lack of belief (for example, Atheism). Generally, a belief should affect your life choices or the way you live for it to be included.

Sexual orientation: This is whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

Trans: The terms 'trans people' and 'transgender people' are both often used as umbrella terms for people whose gender identity and/or gender expression differs from their birth sex, including transsexual people (those who propose to undergo, are undergoing or have undergone a process of gender reassignment to live permanently in their acquired gender), transvestite/cross-dressing people (those who wear clothing traditionally associated with the other gender either occasionally or more regularly), androgyne/polygender people (those who have non-binary gender identities and do not identify as male or female), and others who define as gender variant.

Transgender: An umbrella term for people whose gender identity and/or gender expression differs from their birth sex. They may or may not seek to undergo gender reassignment hormonal treatment/surgery. Often used interchangeably with trans.

Transsexual: A person who intends to undergo, is undergoing or has undergone gender reassignment (which may or may not involve hormone therapy or surgery). Transsexual people feel the deep conviction to present themselves in the appearance of the opposite sex. They may change their name and identity to live in the preferred gender. Some take hormones and have cosmetic treatments to alter their appearance and physical characteristics. Some undergo surgery to change their bodies to approximate more closely to their preferred gender. Transsexual people have the protected characteristic of gender reassignment under the Equality Act 2010. Under the Act, gender reassignment is a personal process rather than a medical one and it does not require someone to undergo medical treatment in order to be protected.

Victimisation: Subjecting a person to a detriment because they have made a complaint of discrimination, or are thought to have done so; or because they have supported someone else who has made a complaint of discrimination. Victimisation is unlawful under the Equality Act 2010.

A Summary of the Equality Act 2010

The Equality Act 2010 replaces the existing anti-discrimination laws with a single Act. The legislation covers:

- Employment and work
- Goods and services
- The exercise of public functions
- Premises
- Associations
- Transport
- Education

The act prohibits:

- Direct discrimination
- Indirect discrimination
- Discrimination by association
- Discrimination by perception
- Discrimination arising from disability
- Victimisation
- Harassment

The new legislation no longer refers to 'diversity strands' instead it introduces the concept of 'protected characteristics or groups, the protected characteristics are:

- Age
- Disability
- Gender reassignment
- Race
- Religion or belief
- Sex
- Sexual orientation
- Marriage and civil partnership
- Pregnancy and maternity

The Public Sector Equality Duty

The public sector equality duty requires that the council must, in the exercise of its functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

These are generally referred to as the three arms of the duty. In relation to 'fostering' there is a duty to have due regard to the need to tackle prejudice and promote understanding.

Equality of opportunity is expanded by placing a duty on the Council to have due regard to the need to:

- Remove or minimize disadvantages connected to a characteristic of a protected group.
- Take steps to meet the needs of protected groups.
- Encourage participation of protected groups in public life where participation is proportionately low.

There is also a specific requirement that councils must take steps to take account of a person's disability and there is a duty to make reasonable adjustments to remove barriers for disabled people. The duty is 'anticipatory'. For example, Brent Council cannot wait until a disabled person wants to use its services, but must think in advance (and on an ongoing basis) about what people with a range of impairments might reasonably need.

This page is intentionally left blank

 Brent	Executive 24 March 2014 Report from the Strategic Director of Regeneration and Growth
Wards affected: ALL	
Green Deal and Energy Company Obligation – Delivery Partner Contract Award	

Appendix 4 is not for publication

1.0 Summary

- 1.1 This report follows the Executive's decision in September 2013 to invite tenders for a single partner to deliver an energy efficiency programme under the Government's Green Deal scheme, with a specific focus on the Energy Company Obligation (ECO), which is designed to tackle fuel poverty, provide affordable warmth and reduce carbon emissions. The report describes the tender process, the bids received and makes a recommendation for award.
- 1.2 The original expectation was that one or more of the bid six energy companies would bid which would have provided a direct relationship with one of the companies required to fund and achieve the carbon savings under ECO. Changed conditions have, however, meant that the big providers are reviewing their positions, including withdrawing from or significantly altering contracts already planned or entered into. This had the potential to offer economies of scale, and it should be acknowledged that a brokerage approach offered by all the bidders is likely to result in more complex management arrangements. However, the proposed arrangement should give greater certainty over value for money throughout the contract, which is valuable in a highly fluctuating market.

2.0 Recommendations

- 2.1 The Executive is asked to agree that the contract for a single delivery partner for Green Deal and ECO works in Brent should be awarded to Lakehouse Contracts Ltd.

- 2.2 The Executive is asked to note that the award is subject to the agreement of Brent Housing Partnership, as they are joint client for the contract with the Council.

3.0 Detail

- 3.1 The government's flagship energy efficiency programme, comprising the two main strands of the Green Deal and the Energy Company Obligation (ECO) on the big six energy companies, came into force in January 2013, replacing all other forms of energy efficiency funding such as Warm Front and CERT/CESP. The value of ECO (phase 1) at the time of issuing the tender was £1.3 billion, due to be spent by January 2015.
- 3.2 The ECO obligation was originally split into three parts:
1. Carbon Emission Reduction Obligation (CERO)
£760M with a focus on hard to treat homes, for example solid walled or hard to treat cavities; could include connections to district heating as part of a package and whole-house retro-fit preferred.
 2. Carbon Savings Community Obligation (CSCO)
£190 million with a focus on insulation measures and connections to district heating systems for domestic energy users in areas of multiple deprivation.
 3. The Home Heating Cost Reduction Target Obligation (HHCRO - often referred to as the 'affordable warmth' element)
£350 million with a focus on increasing the ability of low income and vulnerable householders to heat their homes more affordably, for example through insulation or boiler replacements.
- 3.3 In going out to tender, there were two distinct areas of work in the Specification. Firstly there is ECO works on the Council's own housing stock, to be supervised by BHP, and secondly a role for the provider to work with the Council to promote ECO and Green Deal across the borough, as the Council's preferred partner for delivery of these schemes.
- 3.3. However the Government is consulting on changes to the scheme, details of which are set out in Appendix 1. This consultation started in November 2013, part way through the Council's tender process for its delivery partner. It is not certain when the consultation will be completed, although it is likely to be in the late summer or autumn of 2014. There is therefore some uncertainty about the final shape of the changes, but it is assumed that they will be introduced largely as announced. In that case, there are significant implications for the viability of the scheme specification as originally set out, mainly due to a reduction in the obligations placed on the big six utilities and an extension of the timescale in which the utilities are required to deliver them. The proposals most affecting Brent's approach are:
- Reducing the CERO element by 33% from £760Million to £509.2Million, with the deadline for meeting the target extended to 2017 from January 2015.

- Allowing loft insulation and easy-to-treat cavity walls – measures which are much easier and cheaper to install - to contribute towards the target.
- Limiting the amount of solid wall insulation installations required to 100,000 homes – 25,000 installations per year - an obligation that has largely been met already by the obligated parties. This was expected to make up a large proportion of works in Brent.

- 3.4 These changes have been driven by two main factors. First, the energy companies had lobbied from the start for an extension to the time period over which ECO 1 should be delivered, arguing that the expectation that the range and extent of measures could be delivered by January 2015 in one year was unrealistic, especially since the preferred period for undertaking many of the works would be the summer and autumn, further restricting the timescale. Second, the government's decision to support an overall reduction in fuel bills following price rises has essentially shifted provider resources away from ECO.
- 3.5 The main outcome of reducing the amount of solid-wall insulations the energy companies need to deliver under the scheme is likely to be that the overall price of carbon will drop. Industry experts warn that this is likely to go from around the £140/tonne mark to around £40/tonne, but there is a need for some caution in predicting the market response and it should be noted that prices at the £140 per tonne level were not achieved in many cases and generally only towards the end of earlier schemes, at which point providers were under pressure to achieve targets. The price per tonne is important because it is the main factor governing the level of resources that energy providers will be willing to contribute to schemes.
- 3.6. Initial feedback from bidders suggested that more time was required to consider the proposed changes but that revised bids could still be expected. To help bidder's revise their submissions, the deadline for responses to the invitation to tender was extended to January 2014. Although a large number of expressions of interest were received, the shift in the landscape has had a significant impact and the majority declined to tender.
- 3.7 No doubt owing to the changes and resultant uncertainty, only 4 responses were received, none of them from the large energy suppliers. Broadly, these all propose brokering arrangements, through which work packages identified can be progressed down different funding supplier routes through offering packages to the market. This approach has been taken by some other Local Authorities. Feedback from other authorities who have either signed or were about to sign contracts with organisations including the large energy companies are that these agreements are being withdrawn, or amended, suggesting significant uncertainty in the market for the time being. In this climate, it is felt that a brokering approach, through which a partner can engage across the market to draw in funding from the large energy companies for works which it then carries out itself, may be the most effective way of both securing packages of work and achieving best value. However, as noted earlier, this approach is more difficult to manage in terms of achieving the longer-term benefits hoped for in terms of building a long-term green economy

locally, while it does provide the Council with better certainty of getting current value for money during the life of the contract.

- 3.8 It should also be stressed that it is difficult to estimate either the extent or value of works that might be delivered with any precision, particularly as the price of carbon is not settled and the large energy providers are considering how they will invest in future. The levels of investment envisaged in the original report to the Executive were based on provider attitudes at that time and the fact that the scheme would have to deliver the then ECO obligation over one year. However, it should also be recognised that ECO remains in place, albeit at a lower overall value and over a longer period, and that the energy companies will still need to support delivery of relevant measures. In this market, a relationship with a partner that can work with the energy suppliers to secure finance for packages of work has emerged as the only way to ensure that measures are delivered in Brent in a cost effective way.

4.0 Evaluation Process

- 4.1 The bidders were told that their bids would be evaluated in accordance with the evaluation criteria set out at Appendix 2. The names of the bidders are set out in Appendix 4 (not for publication). The bids were duly scored and all four bidders were invited in for interview. As well as specific questions on the bids, the interview sought views on the following areas to help clarify the issues in relation to the proposed Government changes to the scheme:

- Taking account of the government's proposed changes to Eco, what might be the best opportunities to maximise energy efficiency funding and benefits in Brent.
- How the changes to the scheme might affect bidders' expectations from Brent, if at all.
- Whether circumstances could arise that could undermine the basis for the proposed contract.
- What commitment bidders could offer that project plans are deliverable given the current uncertainties about the programme.
- How the attitudes of energy providers have changed as a result of government changes to the ECO.
- Expectations for take-up of Green Deal/ECO funding in then private sector and whether changes to the scheme might affect this.

- 4.2 Scores following the tender evaluation and interviews / clarification were as set out in Appendix 3.

- 4.3 Following evaluation and interviews, Lakehouse Contracts Ltd emerged as the successful bidder. Their bid demonstrated that they have a close relationship

with providers and provided clear proposals for marketing and customer engagement to maximise take-up. They estimate carbon savings across all tenures of 300,000 tonnes can be achieved over the course of the contract with the value of ECO-funding depending on the price of carbon over that period. The panel was satisfied that Lakehouse Contracts Ltd has sound proposals for customer engagement and customer care, which will be a vital element in ensuring the success of any programme.

- 4.4 In summary, the preferred bidder set out the following approach to delivery. The project would be delivered through a partnership between Lakehouse Contracts Ltd, who will act as installers and lead on customer care, Foster Property Maintenance, the Green Deal provider and Everwarm, who will lead on ECO installation and marketing. The Council would have a contract with Lakehouse Contracts Ltd who would sub-contract to its two other partners. The partnership has close relationships with energy suppliers and has secured commitments to deliver carbon savings, although (as with all other providers) prices have yet to be finalised. Delivery would be through the partnership, with no significant additional sub-contracting and there are clear proposals for marketing and customer engagement to maximise take-up.
- 4.5 At this stage, their proposal indicates a carbon saving of 210,000 tonnes through measures in the social housing sector and 90,000 tonnes in the private sector over the course of the contract. Value will depend on the price of carbon, which will fluctuate over the contract period and it is therefore essential to stress that figures presented here are an estimate, based on what the partner believes it can deliver and that the actual outcome may differ. If the market price is towards the lower end of current predictions at £40/tonne this would equate to an investment of £14m; at the elevated level of £140/tonne obtained prior to the Government's announcement it would equate to £42m. At this stage, no account has been taken of proposed or possible future changes to the green Deal cash back scheme, which is expected to improve take-up. There is also scope to access other funding streams outside ECO and Green deal (some of which are summarised in Appendix 1) that could add value.
- 4.6 ECO funding will support measures in the council and other social housing stock as well as in the private sector and potential packages for the first year of the programme within the HRA stock have already been identified. In the longer term, a key aim is to ensure that ECO works mesh with other planned maintenance works within the Council housing stock. The partner will also be responsible for delivery of the Green Deal, working with the council and other partners, where the focus will be on the private sector – owner-occupied and rented.
- 4.7 In light of the changes to ECO and the resultant market uncertainty, it is possible that the Council may wish to revise its original plans and/or elements of the tender agreement when the final outcome of consultation is known. The contract includes a break clause at March 2015, allowing either party to withdraw in the event of significant change. This is addressed in more detail in the legal implications below.

- 4.8 In the meantime, the council will continue to work with Energy Solutions, who will continue to refer individual cases for support under the remaining ECO strands, largely the Home Heating Cost Reduction Obligation (HHCRO) available to residents. In the longer term, the role of Energy Solutions in the partnership will be considered as noted at 5.2 below.

5.0 Financial Implications

- 5.1 The contract does not require direct financial commitment from the council since the intention is to secure funding from the energy providers subject to the ECO. However, it should be stressed that ECO funding alone is unlikely to cover the full cost of all work in all circumstances, although this may be the case for some measures and the position may change over the course of the contract in line with the development of the market. In the private sector – including owner-occupiers, private landlords and housing associations– any additional contribution will come from those individuals or organisations benefitting from measures and may, in some cases, be mitigated by the Green deal cashback arrangements. With regard to the council stock, any contribution required from the council will, in the first instance, be considered on a case-by-case basis while the overall intention will be to ensure that ECO-funded works are carried out in tandem with planned repair, maintenance and improvement works that are already budgeted for.
- 5.2 The Council has an existing long-standing SLA arrangement in place through which Energy Solutions are funded to support vulnerable residents and those in fuel poverty; and their role from 2014/15 will be formalised on the outcome of this report but with flexibility in any future agreement to absorb changes arising from the Green Deal/ECO scheme.

6.0 Legal Implications

- 6.1 The clients under the proposed contract are firstly the Council and secondly Brent Housing Partnership (BHP). Both organisations were named as parties in the Council's procurement exercise, with the Council as lead. Therefore BHP is an additional party to the contract and the award of contract cannot be implemented until they have approved it according to their own procedures. Under the contract, BHP has the role of working closely with the successful bidder in relation to works on the Council's own stock, in relation to which the Council's role will be more strategic. The Council will also carry out the partnership working to promote the successful bidder in the borough as the preferred delivery partner for ECO and Green Deal works where the property is not Council housing.
- 6.2 The legal structure of the proposed relationship with the successful bidder is that it is a works concession contract, whereby the payment that the contractor receives for carrying out works and services for the clients is partly derived from exploiting the provision of the services and works with third parties. On this basis, the contract is hard to value; however it was procured in accordance with the specific procedure in the EU public procurement legislation for works concessions contracts, and is being treated under

Contract Standing Orders as a High Value contract requiring Executive decision-making.

7.0 Diversity Implications

- 7.1 In general, the impact for households with protected characteristics is expected to be positive, in particular due to the elements of the schemes targeted at vulnerable and low-income households and those living in areas scoring high on the Index of Multiple Deprivation. Energy Solutions will prioritise the most vulnerable residents who qualify for support under the Government's qualification criteria.

8.0 Staffing/Accommodation Implications (if appropriate)

- 8.1 The overall project will be project-led and contract managed by the Housing & Employment Division, with support for non-BHP/area based schemes from Environment and Neighbourhoods. BHP will ensure that works on the Council's own stock are carried out in accordance with the contract and the agreed specification for each package of works.

Background Papers

Executive, 19th August 2013: Authority to tender contract for an energy company obligation (ECO) project partner; Report from the Director of Regeneration and Growth

Proposed changes to ECO: DECC, December 2013;
<http://blog.decc.gov.uk/2013/12/04/changes-to-the-green-deal-and-the-energy-company-obligation/>

Contact Officers

Tony Hirsch
Head of Policy (Housing)
Regeneration and Growth

Tel: 020 8937 2336
Tony.hirsch@brent.gov.uk

ANDREW DONALD
Strategic Director, Regeneration and Growth

APPENDIX 1 – PROPOSED CHANGES TO ECO AND GREEN DEAL

Note that a formal consultation paper has not yet been published and these proposals could change. At present, it is expected that consultation would run for twelve weeks.

Energy Company Obligation

Changes to ECO include:

- Reducing the Carbon Obligation (CERO) target by 33%. The 2015 Carbon Saving Communities (CSCO) and Affordable Warmth (AW) targets will remain the same.
- Extending the ECO scheme to March 2017 with new targets for CERO, CSCO and AW at 2015 levels.
- Enabling energy suppliers to carry forward any over delivery against 2015 targets to count towards their 2017 targets.
- Enabling energy suppliers to carry forward over-performance from the predecessor schemes (CERT/CESP) and count it towards their ECO targets.
- Allowing companies which have delivered substantial early progress against their current CERO target to benefit from an uplift in scores for the measures delivered
- Extending the CSCO element of ECO from the 15% to the 25% lowest areas on the Index of Multiple Deprivation and simplifying the qualifying criteria.
- Including District Heating as an allowable primary measure under CERO.
- Including loft and easy to treat cavity walls as an allowable primary measure under CERO.
- Introducing and standardising measures to prevent fraud, particularly around loft and easy to treat cavity wall insulation.
- Introducing a solid wall minima set at 100,000 measures to be delivered by 2017 across all companies and all elements of ECO.

The government recognises that changes to ECO will reduce carbon savings through the scheme. To balance this and, according to the government's statement, to make to overall carbon impact neutral, the following additional programmes are proposed:

- A stamp duty rebate worth at least £1,000 from Government to spend on energy-saving measures – equivalent to half the stamp duty on the average house – and more for expensive measures like solid wall insulation – up to £4,000. All movers, not just those who have paid stamp duty, will qualify with a view to assisting around 180,000 households over three years.
- Targeted investment for more energy efficient homes within the Private Rented Sector, designed to help landlords meet the minimum standard (EPC E rating) that will be required under the PRS Regulations from April 2018.

- £90 million of the overall £540 million package will help improve the energy efficiency of public sector buildings, including schools and hospitals, where an additional £30m will be made available in each of the 3 years from 2014/15 building on the existing Public Sector loans programme (SALIX).

Green Deal

DECC has announced a series of measures to simplify the Green Deal process, including:

- Introducing a new on-line tool that will give consumers straightforward advice on the steps they can take to improve the energy efficiency of their homes, and how they can get help.
- Improving the Green Deal Advice Report that gives householders important information on what an assessment is telling them. The Report will be clearer and easier to understand, and better signpost the range of Government support available.
- Giving consumers better signposting to the companies that can provide the services they want, both through the Energy Saving Advice Service and the GOV.UK website.
- Opening up access to Energy Performance Certificate data, so that companies can more easily identify properties which will benefit most from energy efficiency improvements.
- Adding more measures to the list of those that can be supported under the Green Deal, and allowing more flexibility over the exact specification to which companies install.
- Working with industry to find ways to reduce the cost of insurance requirements attached to Green Deal measures.
- Ensuring customers can, if they choose, move from quote to a Green Deal Plan in a single day.
- Change legislation to make it clearer that landlords and tenants can benefit from the Green Deal and encouraging industry to offer finance in the rented sector.
- Working towards increasing the range and availability of “top up loans” that customers can put alongside Green Deal finance if they wish.

APPENDIX 2 – AWARD CRITERIA

Quality Criteria	Quality Sub Criteria	Question weighting	Sub Criteria weighting
Project Plan		30%	
	<i>Project Plan Year 1</i>		60%
	<i>Project Plan Years 2 – 5</i>		40%
			100%
Partnership working		25%	
Quantity and Quality of measures		15%	
Social and Economic benefits		15%	
Delivering best value		15%	
Quality Total Score		100%	

Quality Weighted Score	70%

Financial Benefit Criteria	Question weighting
Estimated minimum investment	60%
Value of resources	30%
Additional financial benefit	10%
Financial Benefit Total Score	100%

Financial Benefit Total Weighted Score	30%

APPENDIX 3 – RESULTS OF EVALUATION

	Bidder A	Bidder B	Bidder C	Bidder D
	Bidders Weighted Score	Bidders Weighted Score	Bidders Weighted Score	Bidders Weighted Score
Project Plan	23%	15%	23%	23%
Year 1	45%	30%	45%	45%
Years 2-5	30%	20%	30%	30%
Total	75%	50%	75%	75%
Partnership Working	19%	19%	19%	19%
Quantity and Quality of Measures	11%	8%	11%	11%
Social and Economic Benefits	11%	11%	11%	15%
Delivering Best Value	11%	8%	11%	11%
Quality Total Score	75%	60%	75%	79%

Quality Weighted Score	53%	42%	53%	55%

Estimated Minimum Investment	30%	30%	45%	30%
Value of resources	23%	23%	23%	23%
Additional Financial Benefit	8%	5%	8%	5%
Financial Benefit Total Score	60%	58%	75%	58%

Financial Benefit Weighted Score	18%	17%	23%	17%

Total Score	71%	59%	75%	72%
Overall Rank	3%	4	1	2

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank



Executive
24 March 2014

Report from the Director of Regeneration and Growth

Wards affected:
Preston

Grant of a Lease and a Cable Easement for Land Located to the Rear of Tenterden Sports Ground, off Preston Road, Harrow HA3 0OQ to UK Power Networks.

Not for publication ('below the line')

Appendix 1 is not for publication as it contains the following category(ies) 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 that information).

1.0 Summary

- 1.1 Grant of a lease and Cable Easement for land with an area of approximately 10 sq metres located to the rear of Tenterden Sports Ground located off Preston Road, Harrow HA3 0OQ to UK Power Networks (UKPN), for a term of 40 years for the construction of an electricity sub station.

2.0 Recommendations

- 2.1 That the Executive approve the granting of the lease and the cable easement, on the terms set out in Appendix I of this report.

3.0 Detail

- 3.1 Following requests from UKPN to lease a site in order to locate and build a new sub-station, terms have been negotiated to lease the area, (as shown in the plan contained in Appendix II) and to enter into a Cable Easement with the Council. The existing sub-station that serves the area is in disrepair and is

located on a railway embankment that is causing subsidence to the building. Therefore it cannot remain in its current location even if it was repaired. There has been an acknowledged problem with supply in the area with local residents suffering from frequent power outages. There has been significant pressure to get a resolution to this matter for some time.

- 3.2 UKPN are the local distribution company and are required to maintain a safe and secure power transmission network in the area. They have extensive powers to make compulsory purchase of property rights. The need to provide this land is in reality not something that a landowner would normally agree to but in the wider interests of the local community this is a legitimate agreement for the Council to seek to enter.
- 3.3 Following the advertising of a 1972 Local Government Act Section 123 Notice, objections were received. Consequently Officers and UKPN representatives engaged in a public consultation meeting with local residents at the Civic Centre on the 24th October 2013, (where 5 potential sites were identified and discussed in depth). A follow up meeting was held on site on the 18th November 2013 and the current location was agreed as being suitable. A second notice was issued and no objections were received. Officers will monitor carefully any construction works.
- 3.4 The area to be demised is currently a small landscaped grassed plot of land with an area of approximately 10 sq metres, located on the edge of an access way to the car park that is adjacent to the Tenterden Sports Ground. The car park, the sports ground and the site is accessed from Preston Road.
- 3.5 The area to be demised will not impede any potential redevelopment of land which is adjacent to the site. Any current vehicular access to the car park and the sports ground will not be impeded. It should be noted that redevelopment of the adjacent land is unlikely as it is designated public open space and car parking land.
- 3.6 The run of the electricity cables is shown as a red line on the plan in Appendix III of this report. At this stage a wide 3m strip is would form part of the easement as UKPN cannot yet confirm what services lie under the roadway. The easement plan would be finalised as further investigations are undertaken.

4.0 Financial Implications

- 4.1 The Council will receive a rental income as outlined in Appendix I of this report and its reasonable legal and surveying costs will be met by the proposed ingoing tenant, UKPN.

5.0 Legal Implications

- 5.1 Under the Electricity Act 1989 UKPN have statutory powers to acquire land and property rights to ensure that adequate supply of electricity can be provided to the local residents and business.
- 5.2 Under Section 4.2 of the Council's Constitution, the granting of any leasehold term that exceeds 25 years should be approved by the Executive Committee of the Council.

6.0 Diversity Implications

- 6.1 None. Please see attached Equalities Impact Assessment document in Appendix IV.

7.0 Staffing/Accommodation Implications (if appropriate)

- 7.1 None.

Background Papers

None.

Contact Officers:

Howard Fertleman BSc MRICS Estates Surveyor

020 8937 1566

howard.fertleman@brent.gov.uk

James Young BSc MRICS Head of Assets and Valuation

020 8937 1398

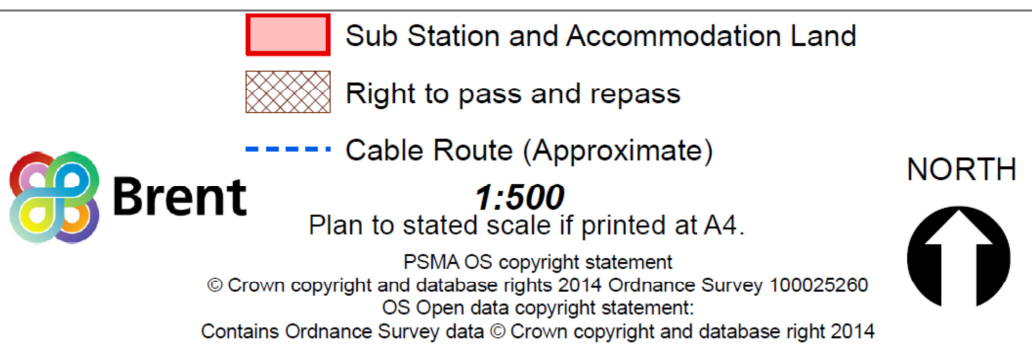
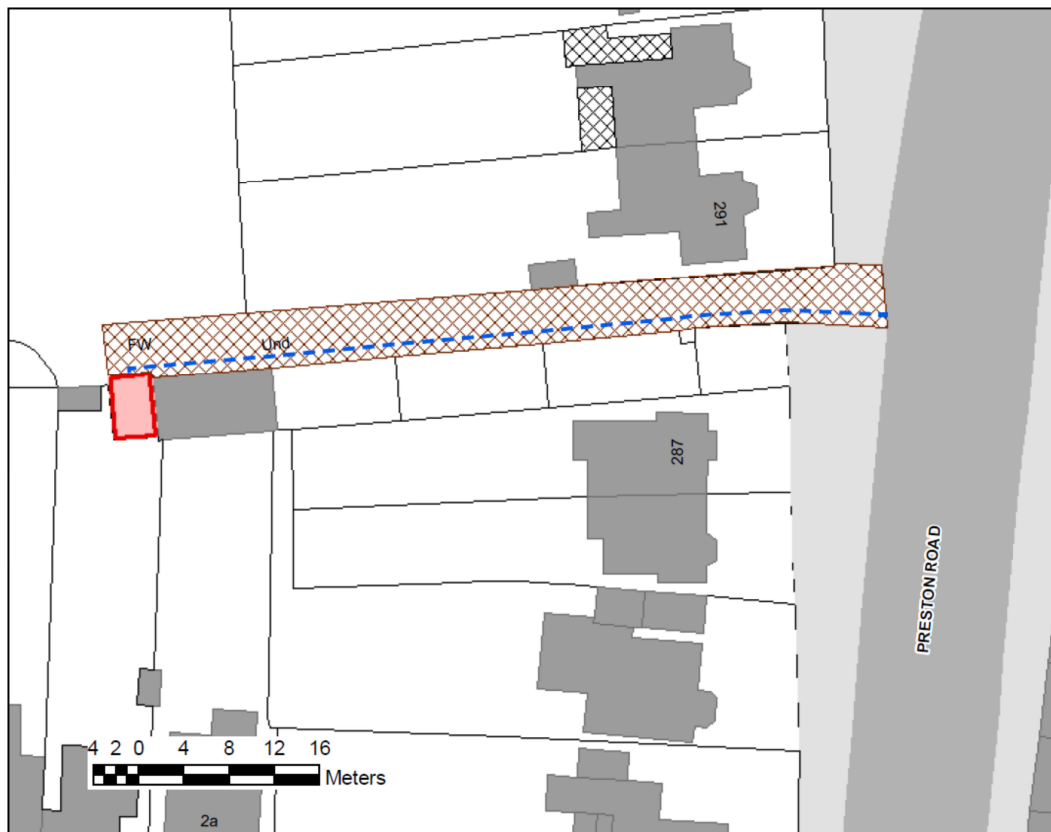
james.young@brent.gov.uk

Richard Barrett MRICS BSc Operational Director, Property and Projects, Regeneration and Growth.

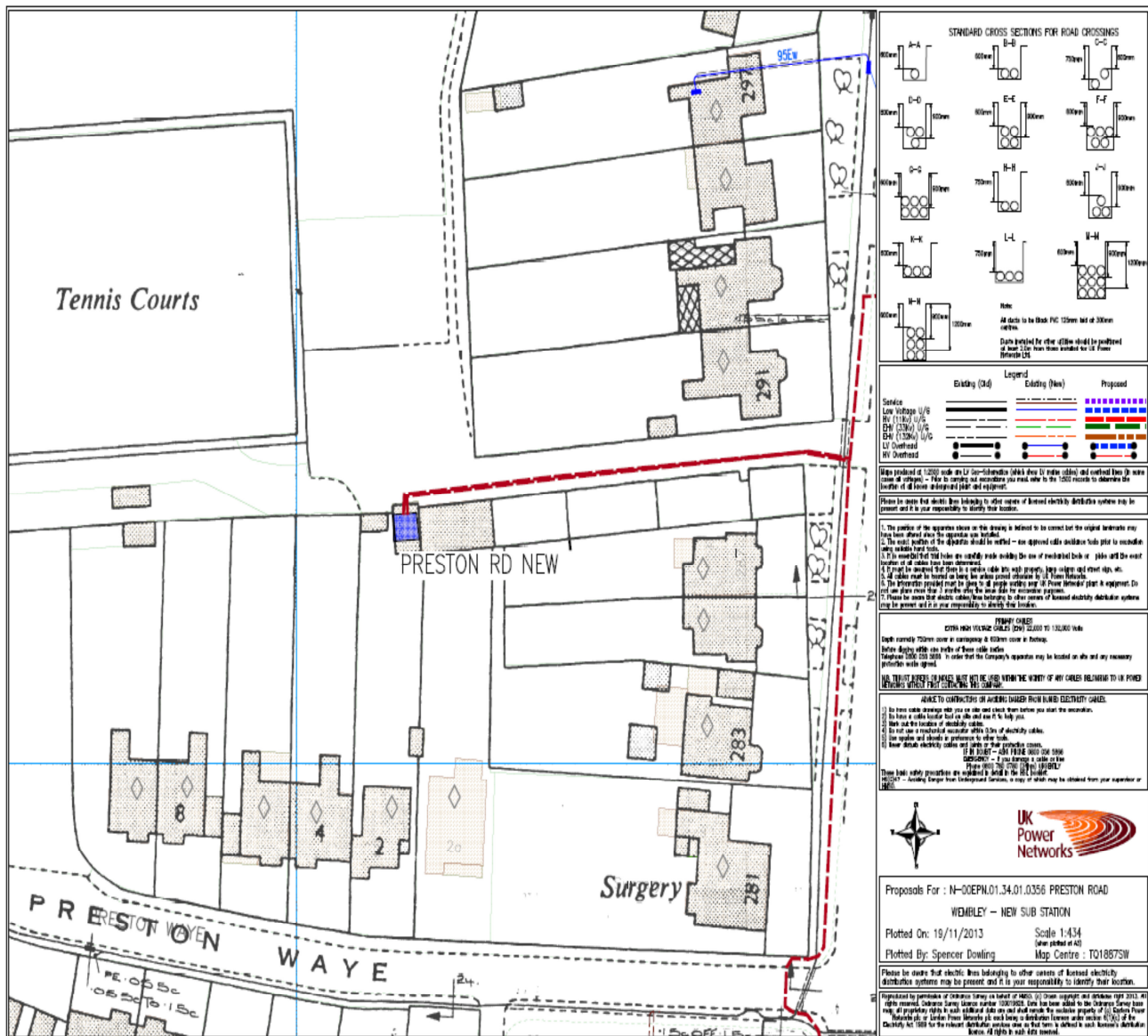
020 8937 1330

richard.barrett@brent.gov.uk

Electricity Sub Station, Preston Road, Harrow, HA3 0QQ



APPENDIX III



Meeting
Date

Version no.
Date

2012

Equality Analysis

Guidance and Form



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.

1. Roles and Responsibilities: please refer to stage 1 of the guidance	
Directorate: Regeneration & Growth Service Area: Property & Projects	Person Responsible: Name: Howard Fertleman Title: Estates Surveyor Contact No:020 89371566 Signed:
Name of policy: Marketing Equality Analysis for the granting of a lease for an area of land to UKPN for the construction of an electricity sub-station	Date analysis started: date of consultations Completion date: 23rd January 2014 Review date:
Is the policy: New ☐ Y Old ☐	Auditing Details: Name: Title: Date Contact No: Signed:
Signing Off Manager: responsible for review and monitoring Name: James Young Title: Head of Assets and Valuation Date 22nd January 2014 Contact No:020 8937 1398 Signed:	Decision Maker: Name individual /group/meeting/ committee: Executive Decision Required Date: 24 th March 2014

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?

Please refer to stage 2 of the guidance.

To allow the Executive to approve the granting of a lease and a cable easement for the building of an electricity sub-station on land adjacent to the Tenterden Sports Ground and car park. The area has been suffering from frequent power outages which have been affecting the day to day lives of local residents. The leasing of the land and the grant of the cable easement will allow the local residents and any protected characteristics amongst them, to be able to live a normal home life without the disruption of electrical power outages. There has been extensive consultation with local residents and a consensual agreement has been reached as to the location of this sub-station. The consultation process fulfils the Council's requirement for the transparency and openness that eliminates discrimination and follows best practice.

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

The provision of the sub-station will enhance the lives of all the individuals regardless of their characteristics in the area.

Please give details of the evidence you have used:

The current location of the existing electricity sub-station on a railway embankment is causing this sub-station to subside and has brought it to a state of disrepair. Therefore a new one cannot be built in its current location and UKPN have identified and discussed the availability of a number of potential new locations for the sub-station with Council officers, local residents and other stake holders. A consensus was reached with all parties involved as to the proposed location of the new sub-station, as being the best location in the circumstances.

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;

The granting of the lease and cable easement will allow everybody to live a normal lifestyle within their homes without any disruption to their daily living and will not be discriminatory to anybody.

(b) Advance equality of opportunity;

The granting of the lease and cable easement will allow everybody to have equal opportunity to live normal lifestyle within their homes without any disruption to their daily living.

(c) Foster good relations

The granting of the lease and cable easement will allow everybody to live a normal lifestyle within their homes without any disruption to their daily living and in harmony with their neighbours.

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?

i. Who did you engage with?

- ii. Local residents from a range of equality characteristics within that group, were invited for consultations at the proposed site and also at a meeting in the Council's Civic Centre.

iii. What methods did you use?

A 1972 Local Government Act S.123 Notice was advertised in the local papers over 2 consecutive weeks to inform the local residents of the proposals and subsequent objections were formally responded to. An on-site meeting and a meeting at the Civic Centre were held with local residents from a range of equality characteristics within that group, to discuss the matter and reach a consensual agreement for the sub-station's location. People will not be affected in different ways because of their equality characteristics.

iv. What did you find out?

Local residents from a range of equality characteristics within that group were affected by the power outages and that their lives were being disrupted.

v. How have you used the information gathered?

The information was cascaded to the various Boards within the Council set up to approve and evaluate such matters.

vi. How has it affected your policy?

There has been no effect on policy.

6. Have you 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.

Please refer to stage 2, 3 & 4 of the guidance.

There was no negative impact on any protected characteristics, there will only be a positive effect on their lives.

All groups should impact positively. Have we examined whether focusing on particular groups will diminish outcomes for others e.g. white boy's v BME boy's attainment?

The public consultation was made available to a wide a cross section of the community and was not targeted at any particular group.

Please give details of the evidence you have used:

The opinions and feelings of the local residents with a wide range of equality characteristics within that group at the consultations.

7. Analysis summary

Please tick boxes to summarise the findings of your analysis.

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

No 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.

As the evidence shows no direct or indirect discrimination there will not be any policy changes but there will be a continuation of the monitoring and a review process.

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.

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:

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.

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.

Use monitoring of main objectives-what are the indicators relevant to diversity e.g. BME attainment. Have we identified any potential equality issues, how will we monitor impact of the plan?

If the local residents and any protected characteristics within that group, make further complaints of a disruption in their lives due to further electricity power outages once the sub-station has been built, then the Council will consult with UKPN to alleviate any further disruptions.

10. Action plan and outcomes

At Brent, we want to make sure that our equality monitoring and analysis results in positive outcomes for our colleagues and customers.

Use the table below to record any actions we plan to take to address inequality, barriers or opportunities identified in this analysis.

Action	By when	Lead officer	Desired outcome	Date completed	Actual outcome
Add here any new monitoring actions and any plan for reviewing the plan	N/a				

Please forward to the Corporate Diversity Team for auditing.

Introduction

The aim of this guidance is to support the Equality Analysis (EA) process and to ensure that Brent Council meets its legal obligations under the Equality Act 2010. Before undertaking the analysis there are three key things to remember:

- It is very important to keep detailed records of every aspect of the process. In particular you must be able to show a clear link between all of your decisions and recommendations and the evidence you have gathered.
- There are other people in the council and in your own department who have done this before and can offer help and support.
- The Diversity and Consultation teams are there to advise you.

The Equality Act 2010

As a Public Authority, Brent Council is required to comply with the Public Sector Equality Duty (PSED) contained in the Equality Act 2010. These duties require Brent Council to have 'due regard' to the need to

- Eliminate discrimination, be it direct or indirect discrimination
- Advance equality of opportunity between persons who share a relevant protected characteristic and others who do not share it; and
- Foster good relations between people who share a protected characteristic and those who do not share it

The equality duty covers:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Marriage and civil partnership (direct discrimination only)
- Race
- Religion or belief
- Sex (formally known as gender)
- Sexual orientation

What is equality analysis?

Equality Analysis is core to policy development and decision making and is an essential tool in providing good services. Its purpose is to allow the decision maker to answer two main questions.

- Could the policy have a negative impact on one or more protected groups and therefore create or increase existing inequalities?
- Could the policy have a positive impact on one or more protected groups by reducing or eliminating existing or anticipated inequalities?

What should be analysed?

Due consideration of the need for an Equality Analysis should be addressed in relation to all policies, practices, projects, activities and decisions, existing and new. There will be some which have no equalities considerations, but many will. Where an EA is undertaken, some policies are considered a higher risk than others and will require more time and resources because of their significance. This would include:

- Policies affecting a vulnerable group such as young people, the elderly and people with a disability
- Policies related to elective services such as Sports Centres or Libraries
- High profile services
- Policies involving the withdrawal of services
- Policies involving significant reductions in funding or services
- Policies that affect large groups of people
- Policies that relate to politically sensitive issues

It can sometimes be difficult to identify which policies are more sensitive. If you are in doubt seek advice from a more senior officer or the Diversity Team.

When should equality analysis be done?

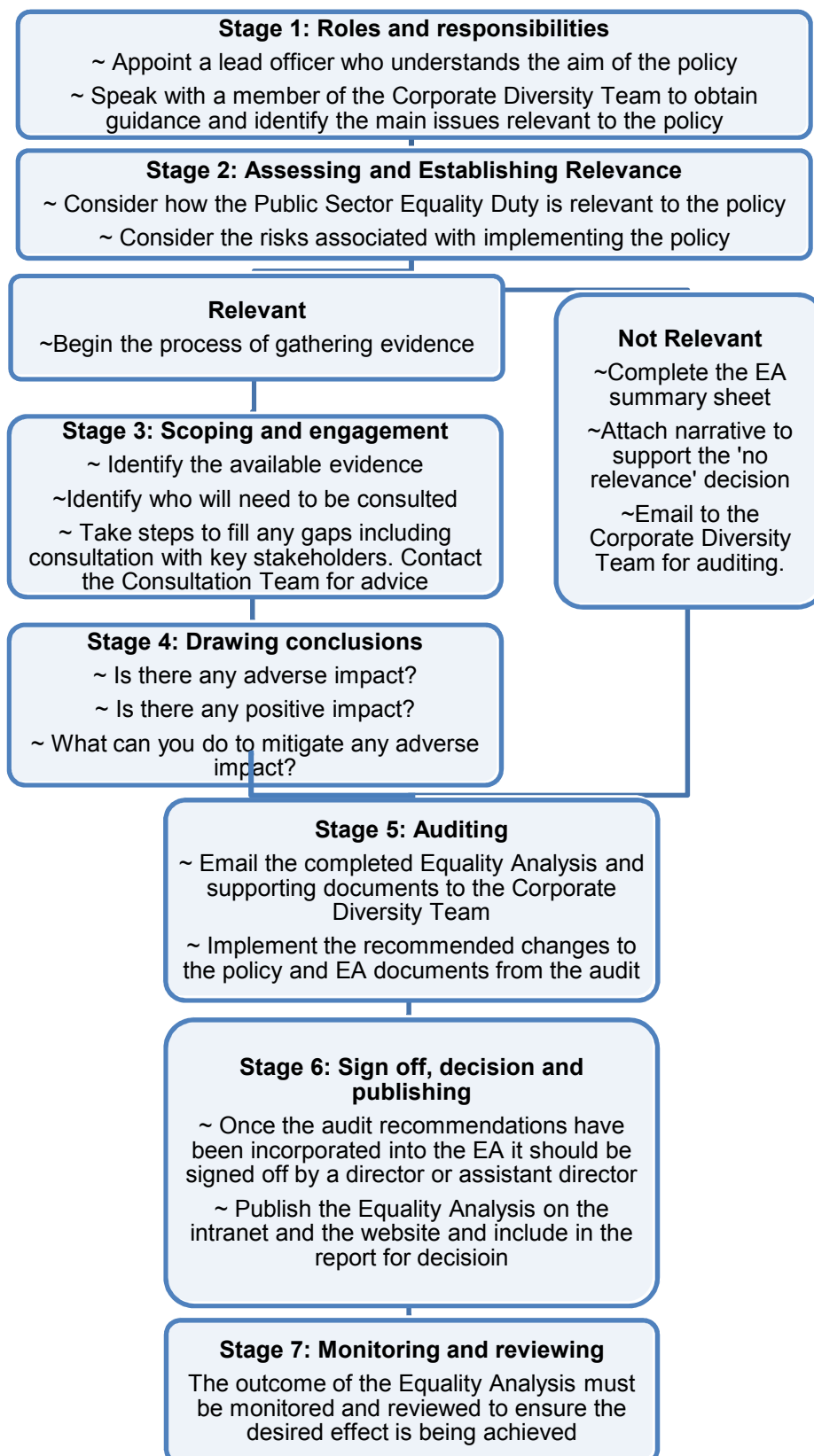
The EA must be completed before the policy is sent to the decision maker but should be carried out at the earliest possible stage. The advantage of starting early is that the equalities data informs and shapes the policy as it develops and progresses and this allows more time to address issues of inequality. You should also bear in mind that several changes may be happening at the same time. This would mean ensuring that there is sufficient relevant information to understand the cumulative effect of all of these decisions.

Positive action

Not all policies can be expected to benefit all groups equally, particularly if they are targeted at addressing particular problems affecting one protected group. (An example would be a policy to improve the access of learning disabled women to cancer screening services.) Policies like this, that are specifically designed to advance equality, will, however, also need to be analysed for their effect on equality across all the protected groups.

Brent Council's Equality Analysis Process

This flow chart sets out the process for carrying out an EA. Details on each stage of the process follow. Please note that it may be necessary to consult the Corporate Diversity team at each stage and that Legal may also need to be involved. This should be factored in to the time scale.



Stage 1: Roles and Responsibilities

The first stage in the process is to allocate the following roles.

Role	Responsibilities and tasks
Decision maker - the person or group making the policy decision (e.g. CMT/Executive/Chief Officer).	• Check that the analysis has been carried out thoroughly: • Read and be familiar with the EA and any issues arising from it and know, understand and apply the PSED. (The evidence on which recommendations are based must be available to this person.) • Take account of any countervailing factors e.g. budgetary and practical constraints
The officer undertaking the EA	• Contact the Corporate Diversity and Consultation teams for support and advice • Develop an action plan for the analysis • Carry out research, consultation and engagement if required • Develop recommendations based on the analysis • Submit the EA form to the Diversity team for audit with the evidence and any other relevant documents including the report the EA will be attached to • Incorporate the recommendations of the audit • Include the Equalities Analysis in papers for decision-makers
The Corporate Diversity Team. Usually an individual officer will be assigned at the start of the process	• Provide support and advice to the responsible officer • Carry out the audit of the EA to monitor quality standards and ensure it is sufficiently rigorous to meet the general and public sector duties. • Return the analysis to the responsible officer for further work if it fails to meet the necessary standard • Consult Legal if necessary (this stage of the process will take at least 5 days)
The council officer responsible for signing off the EA. Usually a senior manager within the relevant directorate	Ensure: • That the EA form is completed • That any issues raised as part of the auditing process have been fully dealt with • That the EA, the evidence used and any issues arising from the analysis are brought to the attention of the decision maker • Ensure that the findings are used to inform service planning and wider policy development.

Stage 2: Assessing and Establishing Relevance

We need to ensure that all of our policies and key decisions, both current and proposed, have given appropriate consideration to equality. Consideration of the need for an EA needs to be given to all new policies; all revised policies, all key decisions and changes to service delivery need an EA. Those that are more relevant will require more resources and data.

The following questions can help you to determine the degree of relevance, but this is not an exhaustive list:

Key Questions:

- Does the policy have a significant effect in terms of equality on service users, employees or the wider community? Remember that relevance of a policy will depend not only on the number of those affected but also by the significance of the effect on them.
- Is it a major policy, significantly affecting how functions are delivered in terms of equality?
- Will it have a significant effect on how other organisations operate in terms of equality?
- Does the policy relate to functions that previous engagement has identified as being important to particular protected groups?
- Does or could the policy affect different protected groups differently?
- Does it relate to an area with known inequalities (for example, access to public transport for disabled people, racist/homophobic bullying in schools)?
- Does it relate to an area where equality objectives have been set by Brent Council?

If the answer to any of the above is “yes”, you will need to carry out an Equalities Analysis.

“Not relevant”

If you decide that a policy does not impact on any of the equality needs contained in the public sector equality duty, you will need to:

- Document your decision, including the reasons and the information that you used to reach this conclusion. **A simple statement of no relevance to equality without any supporting information is not sufficient, nor is a statement that no information is available.** This could leave you vulnerable to legal challenge so obtaining early advice from the Corporate Diversity team would be helpful.
- Complete the EA Form and send it to the Corporate Diversity Team for auditing. If the Corporate Diversity Team advises that policy is relevant then you will need to continue the EA process (See flowchart). If the Corporate Diversity Team advises that the policy is not relevant then you will need to have it signed off, publish it and put in place monitoring arrangements for the policy.

Stage 3: Scoping

Scoping establishes the focus for the EA and involves carrying out the following steps:

- Identify how the aims of the policy relate to equality and which aspects have particular importance to equality.
- Identify which protected groups and which parts of the general equality duty the policy will, or is likely to, affect.
- Identify what evidence is available for the analysis, what the information gaps are, and establish which stakeholders can usefully be engaged to support the analysis.

Think about:

- The purpose of the policy, and any changes from any existing policy
- The reason for the policy
- The context
- The beneficiaries
- The intended results

At this early stage you should start to think about potential effects on protected groups. This could mean that you decide to change your overall policy aims or particular aspects of the policy in order to take better account of equality considerations. It is often easier to do this at an earlier stage rather than having to reconsider later on in the process.

Sources of information

It is important to have as much up-to-date and reliable information as possible about the different groups likely to be affected by the existing or proposed policy. The information needed will depend on the nature of the existing or proposed policy, but it will probably include many of the items listed below:

- The Brent Borough profile for demographic data and other statistics
- Census findings; the 2011 census data will be available during 2012
- Equality monitoring data for staff and/or service users
- Reports and recommendations from inspections or audits conducted on service areas
- Previous reports that have been produced either on a similar topic or relating to the same service user group
- Responses to public enquiries on similar topics e.g. Freedom of Information requests
- Comparisons with similar policies in other departments or authorities to help you identify relevant equality issues.
- Analysis of enquiries or complaints from the public to help you understand the needs or experiences of different groups.

- Recent research from a range of national, regional and local sources to help you identify relevant equality issues.
- Results of engagement activities or surveys to help you understand the needs or experiences of different groups.
- Local press and other media. This will tell you whether there is public concern about possible equalities implications and help you to highlight issues for engagement

Many of these sources will be consulted as a matter of course when reviewing or developing a policy. Equalities considerations are one part of the policy process, not an extra.

Service user information

The type of information you need will depend on the nature of the policy. However, information relating to service users is usually essential. Consider:

- The full range of information that you already have about the user group e.g. information contained within service reviews, audit reports, performance reviews, consultation reports
- Who actually uses the service?
- When do they use it?
- How do they use it and what are their experiences?
- Are there alternative sources of provision that could be accessed?
- Who will be using the service in the future?
- Information from groups or agencies who deliver similar services to your target group e.g. survey results from voluntary and community organisations.

Identify your information gaps

If you do not have equality information relating to a particular policy or about some protected groups, you will need to take steps to fill in your information gaps. This could mean doing further research, undertaking a short study, conducting a one off survey or consultation exercise, holding a focus group etc.

Engagement

The Consultation team are available to advice on all aspects of engagement. You may wish to carry out engagement, which can help you to:

- Gather the views, experiences and ideas of those who are, or will be, affected by your decisions.
- Base your policy on evidence rather than on assumptions
- Check out your ideas
- Find solutions to problems and develop ways to overcome barriers faced by particular groups.
- Design more appropriate services,
- Monitor and evaluate the success of your policies and understand where improvements may be necessary.
- Avoid the costs of remedying and adapting services after their implementation
- Pre-empt complaints, which can be costly and time-consuming.

But remember you don't always have to consult or embark upon engagement if you already have enough information to assess the likely impact of the policy change on the equality needs, and if there is no other legal duty to consult. This engagement can form part of the broader consultation being carried out around service changes. You can also use recent engagement and research activities as a starting point, for example on a related policy or strategy and you can use documentation resulting from other equality analysis that Brent Council (or others) have undertaken.

For your engagement to be effective you will need to:

- Think carefully about who you should engage with. You will need to prioritise those who are most likely to be affected by the policy and those who will experience the greatest impact in terms of equality and good relations.
- In regard to people with a disability, as good practice it is recommended that they should be actively involved in engagement activity which directly affects them or the services that they receive.
- Make sure that the level of engagement is appropriate to the significance of the policy and its impact on equality
- Consider what questions you will need to ask, in order to understand the effect of the policy on equality. If you find it difficult to frame suitable questions you may take advice from the Corporate Diversity and Consultation teams
- Link into existing forums or community groups or to speak with representatives to help you reach less visible groups or those you have not engaged with before.
- Create opportunities for people to participate in supportive and safe environments where they feel their privacy will be protected, or via technology such as the internet
- Think of strategies that address barriers to engagement. Other people in the council have experience of this and can advise, as can the Corporate Diversity team and the Consultation team.

Stage 4: Drawing conclusions

You will need to review all of the information you have gathered in order to make a judgement about what the likely effect of the policy will be on equality, and whether you need to make any changes to the policy.

You may find it useful to ask yourself "What does the evidence (data, consultation outcomes etc.) tell me about the following questions":

- Could the policy outcomes differ between protected groups? If so, is that consistent with the policy aims?
- Is there different take-up of services by different groups?
- Could the policy affect different groups disproportionately?
- Does the policy miss opportunities to advance equality and foster good relations, including, for example, participation in public life?
- Could the policy disadvantage people from a particular group?
- Could any part of the policy discriminate unlawfully?

- Are there other policies that need to change to support the effectiveness of the policy under consideration?

If the answer to any of the above is "yes", you should consider what you can do to mitigate any harmful effects. Advice from the Diversity team will be particularly helpful at this stage.

You will also want to identify positive aspects of the policy by asking yourself:

- Does the policy deliver practical benefits for protected groups?
- Does the policy enable positive action to take place?
- Does the policy help to foster good relations between groups

Having considered the potential or actual effect of your policy on equality, you should be in a position to make an informed judgement about what should be done with your policy.

There are four main steps that you can take:

- **No major change**
- **Adjust the policy**
- **Continue the policy**
- **Stop and remove the policy**

(please see EA form for detailed descriptions of each decision)

Decisions may involve careful balancing between different interests, based on your evidence and engagement. For example, if the analysis suggests the needs of two groups are in conflict, you will need to find an appropriate balance for these groups and for the policy in question. The key point is to make sure the conclusions you reach can be explained and justified. Speak to the Diversity team if you are unsure. As a result of your analysis you may need to develop new equality objectives and targets. These should be documented on the EA form.

Stage 5: Auditing

Once you have completed the EA you will need to complete the EA Form and send it to the Corporate Diversity Team for auditing. It is important to ensure that the EA Form is completed as fully as possible. Documenting all of your analysis is important to ensure that you can show how the general and specific duties are being met. This aspect of the analysis has been subject to legal challenge so you need to be able to show how you reached your conclusions. The audit process involves the Corporate Diversity Team reviewing the completed form, the information and evidence. Sometimes this may require advice from Legal. You need to bear in mind that this will take at least five days. The team will send you back a feedback form with comments and recommendations which you will need to action prior to the sign off of the form.

Stage 6: Sign Off, Decision and Publishing

Once the EA Form is completed, the document must be signed off and the completed document must be sent to the Corporate Diversity Team to be published on the council website.

Decision-making

In order to have due regard to the aims of the public sector equality duty, decision-making must be based on a clear understanding of the effects on equality. This means that Directors, CMT and others who ultimately decide on the policy are fully aware of the findings of the EA and have due regard to them in making decisions. They are also entitled to take into account countervailing factors such as budgetary and practical constraints.

Stage 7: Monitoring and Reviewing

Your EA, and any engagement associated with it, will have helped you to anticipate and address the policy's likely effects on different groups. However, the actual effect of the policy will only be known once it has been introduced. You may find that you need to revise the policy if, for instance:

- Negative effects do occur
- Area demographics change, leading to different needs,
- Alternative provision becomes available
- New options to reduce an adverse effect become apparent

You will need to identify a date when the policy will be reviewed to check whether or not it is having its intended effects. This does not mean repeating the EA, but using the experience gained through implementation to check the findings and to make any necessary adjustments. Consider:

- How you will measure the effects of the policy?
- When the policy will be reviewed (usually after a year) and what could trigger an early revision (see above)?
- Who will be responsible for monitoring and review?
- What type of information is needed for monitoring and how often it will be analysed?
- How to engage stakeholders in implementation, monitoring and review?

Section 3: Glossary

Civil partnership: Legal recognition of a same-sex couple's relationship. Civil partners must be treated the same as married couples on a range of legal matters.

Direct discrimination: This refers to less favourable treatment of one individual, if, because of that person's protected characteristic, that person is treated less favourably than another. Direct discrimination cannot be justified unless it is discrimination on the grounds of age.

Disability: A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities.

Equality information: The information that you have (or that you will collect) about people with protected characteristics that will help you to show compliance with the equality duty. This may include the findings of engagement with protected groups and others and evidence about the effect of your policies on protected groups. It includes both qualitative and quantitative information, as well as evidence of analysis you have undertaken.

Gender reassignment: This is the process of transitioning from one sex to another. See also trans, transgender, transsexual.

Harassment: Unwanted conduct related to a protected characteristic that has the purpose or effect of violating a person's dignity or creates an intimidating, hostile, degrading, humiliating or offensive environment. It may also involve unwanted conduct of a sexual nature or be related to gender reassignment or sex.

Indirect discrimination: This is when a neutral provision, criterion or practice is applied to everyone, but which is applied in a way that creates disproportionate disadvantage for persons with a protected characteristic as compared to those who do not share that characteristic, and cannot be shown as being a proportionate means of achieving a legitimate aim.

Mitigation: This is when measures are put in place that lessens the negative effects of a policy or policies on protected groups.

Objective justification: Your provision may indirectly discriminate against a particular group if:

- It is a proportionate means to achieve a legitimate end
- The discrimination is significantly outweighed by the benefits
- There is no reasonable alternative to achieve the legitimate end

For example, some employers have policies that link pay and benefits to an employee's length of service, such as additional holiday entitlement for long-serving employees. This may indirectly discriminate against younger people who are less likely to have been employed for that length of time, but in most circumstances it is seen as being a proportionate way of encouraging staff loyalty.

Direct discrimination on the grounds of age can also be objectively justified (no other direct discrimination can be).

Positive action: Lawful actions that seeks to overcome or minimise disadvantages that people who share a protected characteristic have experienced, or to meet their different needs (for example, providing mentoring to encourage staff from under-represented groups to apply for promotion).

Pregnancy and Maternity: Pregnancy is the condition of being pregnant. Maternity is the period after giving birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, including as a result of breastfeeding.

Proportionality: The weight given to equality should be proportionate to its relevance to a particular function. This may mean giving greater consideration and resources to functions or policies that have the most effect on the public or on employees.

Race: This refers to a group of people defined by their colour, nationality (including citizenship), ethnic or national origins.

Reasonable adjustment: Public authorities making adjustments to the way in which they carry out their functions so that disabled people are not disadvantaged by the way in which those functions are carried out. This is with regard to policies, practices or procedures, premises, and the provision of auxiliary aids or services.

Relevance: How far a function or policy affects people, as members of the public, and as employees of the authority. Some functions may be more relevant to some protected groups than to others, and to one or more of the three elements of the general equality duty. The function or policy may still be relevant if the numbers affected by it are very small.

Religion or belief: Religion means any religion, including a reference to a lack of religion. Belief includes religious and philosophical beliefs including lack of belief (for example, Atheism). Generally, a belief should affect your life choices or the way you live for it to be included.

Sexual orientation: This is whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

Trans: The terms 'trans people' and 'transgender people' are both often used as umbrella terms for people whose gender identity and/or gender expression differs from their birth sex, including transsexual people (those who propose to undergo, are undergoing or have undergone a process of gender reassignment to live permanently in their acquired gender), transvestite/cross-dressing people (those who wear clothing traditionally associated with the other gender either occasionally or more regularly), androgyne/polygender people (those who have non-binary gender identities and do not identify as male or female), and others who define as gender variant.

Transgender: An umbrella term for people whose gender identity and/or gender expression differs from their birth sex. They may or may not seek to undergo gender reassignment hormonal treatment/surgery. Often used interchangeably with trans.

Transsexual: A person who intends to undergo, is undergoing or has undergone gender reassignment (which may or may not involve hormone therapy or surgery). Transsexual people feel the deep conviction to present themselves in the appearance of the opposite sex. They may change their name and identity to live in the preferred gender. Some take hormones and have cosmetic treatments to alter their appearance and physical characteristics. Some undergo surgery to change their bodies to approximate more closely to their preferred gender. Transsexual people have the protected characteristic of gender reassignment under the Equality Act 2010. Under the Act, gender reassignment is a personal process rather than a medical one and it does not require someone to undergo medical treatment in order to be protected.

Victimisation: Subjecting a person to a detriment because they have made a complaint of discrimination, or are thought to have done so; or because they have supported someone else who has made a complaint of discrimination. Victimisation is unlawful under the Equality Act 2010.

A Summary of the Equality Act 2010

The Equality Act 2010 replaces the existing anti-discrimination laws with a single Act. The legislation covers:

- Employment and work
- Goods and services
- The exercise of public functions
- Premises
- Associations
- Transport
- Education

The act prohibits:

- Direct discrimination
- Indirect discrimination
- Discrimination by association
- Discrimination by perception
- Discrimination arising from disability
- Victimisation
- Harassment

The new legislation no longer refers to 'diversity strands' instead it introduces the concept of 'protected characteristics or groups, the protected characteristics are:

- Age
- Disability
- Gender reassignment
- Race
- Religion or belief
- Sex
- Sexual orientation
- Marriage and civil partnership
- Pregnancy and maternity

The Public Sector Equality Duty

The public sector equality duty requires that the council must, in the exercise of its functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

These are generally referred to as the three arms of the duty. In relation to 'fostering' there is a duty to have due regard to the need to tackle prejudice and promote understanding.

Equality of opportunity is expanded by placing a duty on the Council to have due regard to the need to:

- Remove or minimize disadvantages connected to a characteristic of a protected group.
- Take steps to meet the needs of protected groups.
- Encourage participation of protected groups in public life where participation is proportionately low.

There is also a specific requirement that councils must take steps to take account of a person's disability and there is a duty to make reasonable adjustments to remove barriers for disabled people. The duty is 'anticipatory'. For example, Brent Council cannot wait until a disabled person wants to use its services, but must think in advance (and on an ongoing basis) about what people with a range of impairments might reasonably need.

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

 Brent	Executive 17 February 2014 Report from the Director of Regeneration and Growth and the Chief Executive of Brent Housing Partnership
Wards affected: Brondesbury Park	
Disposal of 10 Coverdale Road, Cricklewood	

*Appendix 1 is not for publication

Appendix 1 is not for publication as it contains the following category of exempt information as specified in Schedule 12A of the Local Government Act 1972, namely:

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

1.0 SUMMARY

- 1.1 This report seeks approval to proceed with the disposal of the Council's freehold interest in the large vacant residential Housing Revenue Account (HRA) dwelling at 10 Coverdale Road, Cricklewood NW2 4BU for a capital receipt, which is to be reinvested into the acquisition of additional medium-sized family homes to improve the alignment between housing need and housing supply.

2.0 RECOMMENDATIONS

- 2.1 That Members approve the disposal of the Council's freehold interest in the subject property on the open market for a capital receipt, which is forecast to be significant given the location and size of the property.
- 2.2 That Members approve the Operational Director of Property and Projects, Regeneration and Growth, to agree the terms of the disposal and the most appropriate disposal route.

- 2.3 That subject to approval of the overall capital programme funding position in the Budget Setting Report to be submitted to Members in March 2014, Members agree to ring-fence the net capital receipt for the acquisition of additional medium-sized family homes for which there is an acute shortage.

3.0 DETAIL

- 3.1 10 Coverdale Road is a vacant residential dwelling, held within the HRA. The property, which is managed by Brent Housing Partnership, was previously let to secure tenants and became void on 2nd June 2013. The property is a large detached property, with 6 double bedrooms and 4 reception rooms, and in need of internal redecoration and repair at an estimated cost of £30,000.
- 3.2 The property is within the Brondesbury Park ward and is not listed or within a conservation area. The site is approximately 632 sqm and the property benefits from a front garden and a large back garden (Appendix 2). The gross internal area of the property is circa 250 sqm or 4,000 sqft.
- 3.3 The property is situated on the east side of Coverdale Road between its junctions with Willesden Lane and Chatsworth Road. Coverdale Road and the surrounding roads form part of a mature and well-regarded residential location, known locally as the Mapesbury Estate.
- 3.4 The houses on these roads are essentially Victorian in character. There are local retail facilities available both at Willesden and Kilburn. The nearest London Underground stations are also at Willesden Green and Kilburn, both within extended walking distance.
- 3.5 The Council owns the entire freehold interest in the site and the Council is deemed to have good marketable title. There are no known encumbrances or third party interests in the property that may affect disposal. The planning Use Class is Class C3 - dwelling house.

4.0 Options Appraisal

Recommended option

Option 1 – Dispose of the Council's freehold interest in the property on the open market for a capital receipt

- 4.1 The value of the property with the benefit of vacant possession is significant, as shown in Appendix 1, and this is therefore a strong factor in favour of disposal.
- 4.2 The condition of the property, and the level of expenditure required to bring the property up to a lettable standard (circa £30k) and on regular maintenance has also been considered and is a strong factor in favour of disposal.

- 4.3 The disposal option provides the opportunity to reinvest the net capital receipt into additional 3 or 4 bedroom family homes for which there is an acute shortage and considerable unmet demand. This is consistent with the HRA Asset Management Strategy and will assist the Council to improve the alignment between housing need and housing supply and to meet the approved lettings targets.
- 4.4 The property is a large family sized dwelling and this is generally a factor in favour of retention. However, when the option of retention is balanced against the number of factors in favour of disposal, the cost-benefit analysis is overwhelmingly in favour of disposal as demonstrated in Appendix 4.
- 4.5 The proposed marketing strategy is shown in appendix 3.
- 4.6 Under this option, Members also have the option of utilising part or all of the net capital receipt arising from the disposal to support the overall capital programme. However, this would need to be balanced against the benefits of acquiring additional family homes instead.
- 4.7 The discounted options are shown below.
- 2) Do nothing;
 - 3) Re-let the property for general needs;
 - 4) South Kilburn decants;
 - 5) Conversion
- 4.8 A full options appraisal has been provided in Appendix 4.

5.0 FINANCIAL IMPLICATIONS

- 5.1 The estimated gross capital receipt on disposal is given in Appendix 1.
- 5.2 The annual rent loss is circa £11,180 to the HRA.
- 5.3 Transaction costs for the disposal, estimated to be in the region of 1.5% of sale price, are to be covered by the capital receipt on disposal.
- 5.4 The Council's general policy is that receipts arising from the disposal of land and properties are used to support the overall capital programme. However, in this instance the recommendation is that subject to Member approval of the overall capital programme funding position, the net capital receipt be used for reinvestment into additional homes.
- 5.5 This property was not included within the Capital Disposals Programme as approved in the 2013/14 Budget Setting process and as such the recommendations to this report will not impact on existing funding forecasts for the overall Capital Programme. However it should be noted that an approval to the ringfencing of this receipt for reinvestment into additional homes will result in the potential capital receipt per Appendix 1

being foregone to the funding of the overall Capital Programme which could reduce the requirement to undertake an equivalent level of unsupported borrowing.

5.6 The HRA self financing settlement left the Council with a level of debt that could be supported over 30 years from the dwellings remaining in the HRA. That settlement included this dwelling. Therefore, the debt that would have been associated with this dwelling is to be written off in the HRA from the capital receipt to keep the HRA in line with the settlement. The sum to be written off is calculated at £108k.

5.7 Members should note that the Local Authority (Capital Finance and Accounting) (England) Regulations 2003 as amended by SI 2012/711 which replaced almost all the provisions on pooling by replacing former regulations 12 to 21 states that: Any receipt arising from the sale of housing assets that are not dwellings and any receipt arising from non-RTB sales of dwellings (unless they are deemed to be treated as RTB sales) are also exempt from pooling. However, if they are used for purposes other than:

- (a) Repayment of housing debt;
- (b) Affordable housing (as defined in paragraph 3.2.1 of the Limits on indebtedness Determination 2012 as amended); or
- (c) Regeneration projects (as defined in paragraph 3.2.3 of the Limits on Indebtedness Determination 2012 as amended);

then the authority's HRA Capital Financing Requirement will reduce by the level of the receipt so used.

5.8 In this case, it is considered that potential ring-fencing of the net capital receipt for the acquisition of additional medium sized family homes would meet the above definition for provision of affordable housing. However, if the receipt was to be used to support the overall capital programme it would be necessary to demonstrate that this was utilised to fund regeneration projects in order to avoid a reduction to the HRA Capital Financing Requirement.

6.0 LEGAL IMPLICATIONS

6.1 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.

6.2 Disposal at market value will satisfy the best consideration requirement.

6.3 Where the Council intends to dispose of housing land it requires the consent of the Secretary of State for Communities and Local Government. The General Consent 2005 issued under the Housing Act

1985 sets out a number of categories of disposal which have deemed consent.

6.4 However a successful bidder at an auction or tender may be an organisation which would not fall within the categories of purchaser which are covered by a deemed consent.

6.5 Therefore auction or tender conditions have to state that the disposal is conditional upon the Secretary of State giving consent to the disposal of the dwelling. A deemed consent will automatically apply if the successful bidder is an individual or individuals who have not previously purchased a vacant dwelling from the Council in the current financial year.

6.6 If the purchaser does not fall within the scope of a deemed consent the Council would make an application for a special consent.

7.0 DIVERSITY IMPLICATIONS

7.1 There are no implications directly arising from this proposal as the property is currently void and in need of significant repair and improvement.

8.0 STAFFING/ACCOMMODATION IMPLICATIONS

8.1 As per main body of the report.

9.0 ADDITIONAL INFORMATION

Appendix 1: Valuation [below the line]

Appendix 2: Site plan

Appendix 3: Proposed marketing strategy

Appendix 4: Options appraisal

Contact Officers

Denish Patel, Project Manager
Regeneration and Growth, 020 8937 2529

Fred Eastman, Estate Surveyor
Regeneration and Grow, 020 8937 4220

Sarah Chaudhry, Head of Strategic Property
Regeneration and Growth, 020 8937 1705

Andy Donald
Director of Regeneration and Growth

Appendix 2: 10 Coverdale Road, site plan



Appendix 3: Proposed Marketing Strategy

The property has been surveyed and valued by the Council's RICS qualified surveyor and his opinion of value is set out in Appendix 1. Officers have also obtained comparables, valuation and agency advice to establish the likely realisation value achievable.

Disposal in the current market is considered to meet overall value for money considerations. Given the property's location, there is likely to be a great deal of interest in the property.

The property will be sold with vacant possession and in its current condition. Improvements are required to the property, however, it is not considered that completing the works would enhance the price and the marketing agents support this view.

Sale via public auction, informal or formal tender or private treaty (private treaty would only be undertaken where the price finally agreed is at least equal to the best price achievable on the open market) represents the preferred disposal routes, considering the type of property and tenure. The sale will only take place if the minimum reserve or guide price is achieved.

The marketing agent will be responsible for marketing through the main advertising avenues and the Council will advertise the property on its web site as well as informing the people registered on its database to maximise interest.

An informal tender process will be undertaken to select the marketing agent in accordance with the Council's procurement rules. The scoring criteria will predominantly be based on fee levels and estimated price (the likely realisation value achievable). The Council will be seeking a commission based fee structure to encourage high level performance. Given the estimated market value, fee levels are not expected to exceed OJEU threshold, therefore an OJEU would not need to be issued to invite expressions of interest or tenders from advisers or agents.

Appendix 4: Options appraisal

1. Disposal

Under the HRA Asset Management Strategy, selected void units may be disposed through open market sale and the proceeds ring fenced and re-invested into general needs social rented housing.

The capital receipt generated through the implementation of this option will contribute to the HRA Asset Management Strategy objectives of providing more and better homes, as set out in the key objectives of the strategy:

'Reform of the Council's Housing stock to improve its overall performance and composition through the selective disposal of units and re-investment'.

It is not regarded that the sale will have a negative impact in terms of the number of family sized properties available for letting to applicants on the Council's housing register because the sale will be offset through new supply gained through re-investment of the receipt into additional homes, secured via the acquisition of street properties on the open market or alternatively through new build development.

It is anticipated that the disposal will result in a greater inclusion of 3 and 4 bedroom properties in the stock which will contribute to the alignment between available lettings and housing demand, for which the parameters for this programme is currently being developed under the strategy.

It is worth noting that a 6 bedroom property has not been let by the Council since records began in Locata in 2002 and there are no specific letting targets for this size of property.

In accordance with the strategy an appraisal has been carried out as follows:

Financial performance of the unit

- £30k investment required to bring the property to a minimum lettable standard. It is generally regarded as uneconomical to carry out repairs in excess of £10k prior to re-letting.
- The income generated at circa £11k is disproportionate in relation to the cost of on-going maintenance of the property and investment required to bring the property back to a lettable standard.

Quality of accommodation:

- The structure of the property is sound but the space could be optimised by some internal remodelling. However, this would be at a cost of circa £100,000, and potentially subject to planning permission, and is unlikely to enhance the net receipt achievable from sale.

Impact on the balance and mix of stock

- Positive impact as it addresses the acute shortage of medium-sized family accommodation relative to demand.

Impact on management efficiencies

- Positive impact as the property is high maintenance expenditure, given the size of the property and current condition.
- As this is a high value dwelling, the rent loss to the HRA will be minimised because rent restructuring limits the rent of high value properties and this is generally partially offset by repair and other direct cost savings.

The capital receipt generated on disposal will be in the region of £1.3m to £1.5m. This could provide for approximately three 3 bed properties or two 4 bed properties, and possibly more depending on the areas.

It is unlikely that an opportunity which offers such good value to the Council, three to four new family homes, is unlikely to be replicated or matched for some time and the disposal option is therefore the recommended option, which has a strong strategic alignment to the HRA Asset Management Strategy.

2. Do nothing

The do nothing option of leaving the property vacant has no strategic fit. This option would result in a loss of HRA income of circa £11k per annum and capital value over time and revenue expenditure in hold and security costs (circa £5,000 per annum). This option has therefore been discounted as it has no strategic fit.

3. Re-let the property for general needs

The property is a large 6 double bedroom family sized property for which there is currently an almost non-existent supply within the borough, either for target rent or affordable rent. However, demand for 5 and 6 bedroom properties is outstripped by demand for 3 and 4 bedroom properties, as shown in the tables below.

The supply profile for client groups between A-C priority bands on the Council's housing register requiring family sized accommodation is as follows:

Bedroom size required	No. of live applications
3	2367
4	948
5	460
6	63
Total	3838

The projected letting targets for family sized accommodation for 2013/14 (including decants) is as follows:

Bedrooms	3	4+	Total
LBB	65	15	80
RP	102	20	122
Total	167	35	202

The projected letting targets, which have been approved by Members, exclude any specific letting targets for 5 and 6 bedroom properties. The projected lettings will only be able to meet a very small proportion of the total housing need in the borough and the overwhelming demand is for 3 and 4 bedroom properties.

As a matter of fact, according to records a letting has not been made to a 6 bedroom property since the beginning of Locata in 2002. This is not surprising because the waiting times even for smaller sized family properties, such as 3 or 4 bedrooms, can be anywhere between 3 and 17 years.

The property is in need of internal redecoration and modernisation at a cost of circa £30,000 to bring the property back to a lettable standard. It is generally uneconomical to carry out repairs for re-letting purposes where the cost exceeds £10,000, which is the industry threshold for repair costs amongst many housing associations.

Based on target rents, the property would generate a rental income of approximately £215 per week, £115,098 discounted over a fifteen-year period (£85,098 net of works). Alternatively, should the property be disposed and the proceeds reinvested into 3 or 4 medium sized family accommodation, the revenue income would be increased, because there is little differentiation between target rent levels of very large properties and medium sized ones.

Once the property is let to a secure tenant this is likely to remove any future options for the Council in relation to the property, given the security of tenure of any incoming tenant and succession rights. This is relevant considering the property's high capital value and high maintenance costs relative to rental income.

This option is being discounted in favour of the disposal option due to the financial implications, the overwhelming demand for 3 and 4 bedroom properties and the opportunity to re-invest the disposal proceeds into much needed additional homes.

4. South Kilburn Decants

A commitment has been made by the Council to secure tenants who are occupying 2 bedrooms or larger family accommodation and who are being decanted as part of the South Kilburn regeneration proposals that they will be re-housed within the South Kilburn Area (should they wish to remain in the area).

The South Kilburn regeneration team have therefore shown a strong interest in 10 Coverdale Road for the decanting of larger households. A property of this size is not being developed within the regeneration redevelopment and even if one were to be developed, the rental levels in this part of the borough would mean it was unaffordable.

However, there are a number of alternative options for the rehousing of larger households. For example, the general principle under the current proposed

allocation scheme for South Kilburn is that a secure tenant, who on the housing needs assessment criteria should be allocated a five or six bedroom home, could be considered for two smaller homes, rather than one large replacement home, if one adult member and other household members are re-housed separately.

Furthermore, there are a number of 4 bedroom properties being built under the South Kilburn Regeneration programme at Cambridge Court, Wells Court, Ely and Hicks Bolton sites. It is estimated that some of these 4 bedrooms dwellings will be surplus to requirement after the decant programme and could therefore be used to re-house larger households.

Alternatively, as the decant timetable for households is still some years away, the BHP infill programme could also provide a bespoke solution on one of the number of Council estate sites, which could accommodate a single large house at a fraction of the cost, say £360,000 (based on 200 sqm build at say £1,800 per sqm).

Given the very viable option available to split the tenancies which is in line with the current allocation policy and most likely any future allocation policy, it is recommended that this option be discounted in favour of the disposal option.

5. Conversion option:

The property could be converted into 2 x 3 bed family units at a cost of circa £250-300,000. In terms of the viability of conversion, the net present value (NPV) calculation, a capitalisation of the rental income, less running costs over the life of the converted properties, would produce a value significantly lower than the initial investment costs, so arguably, not a viable proposition.

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

 Brent	Executive 24 March 2014 Report from the Director of Regeneration and Growth
Wards affected: ALL	
National Non-Domestic Rates – Autumn Statement Business Rates Relief	

1.0 Summary

- 1.1 The government in its Autumn Statement of 5 December 2013 announced a measure of reliefs for business ratepayers. These included giving up to £1,000 relief to all occupied retail properties with a rateable value of £50,000 or less for both 2014/15 and 2015/16, and also giving 50% relief for 18 months to businesses that move into retail premises that have been empty for a year or more. However rather than introduce these measures through legislative changes the government expects authorities to use their local discount powers to award these reliefs.
- 1.2 The government also announced in its Autumn Statement of 5 December 2012 a proposal to exempt all newly built commercial property completed between 1 October 2013 and 30 September 2016 from empty property rates for the first 18 months, up to the state aids limits. Again rather than implement this through legislation changes it is expecting authorities to use their local discount powers.
- 1.3 The powers to grant local discounts are within section 47 of the Local Government Finance 1988. To award discounts under this provision it needs committee approval of any scheme. This report therefore seeks ratification of the implementation of the government's announcements and in view of the numbers of ratepayers who will be entitled to relief seeks to authorise the Chief Finance Officer to implement these three schemes so that officers can award these discretionary reliefs which satisfy the criteria set by the Department of Communities and Local Government (DCLG) for these schemes.

- 1.4 The government will fully fund the cost of these reliefs, although there maybe some additional administrative costs which maybe met through new burdens funding.

2.0 Recommendations

- 2.1 That the scheme awarding up to £1,000 discount in business rates in 2014/15 and 2015/16 to occupied retail shops with a rateable value of £50,000 or less as detailed in paragraphs 3.1 to 3.5 of this report pursuant to the Council's powers under section 47 of the Local Government Finance Act 1988 be approved.
- 2.2 That the scheme awarding 50% relief in business rates for 18 months to businesses who move into and occupy retail premises between 1 April 2014 and 31 March 2016 that have been empty for a year or more as detailed in paragraphs 3.10 and 3.11 of this report and which satisfy the criteria to be confirmed in guidance to be issued by the DCLG be agreed pursuant to the Council's powers under section 47 of the Local Government Finance Act 1988.
- 2.3 That the scheme to exempt newly built commercial properties completed between 1 October 2013 and 30 September 2016 from empty property rates for up to 18 months as detailed in paragraphs 3.12 and 3.13 of this report and which satisfy the criteria confirmed in guidance issued by the DCLG in September 2013 be agreed pursuant to the Council's powers under section 47 of the Local Government Finance Act 1988.
- 2.4 That the Chief Finance Officer be authorised to implement the schemes referred to in paragraphs 2.1, 2.2 and 2.3 of this report so that the agreed discretionary discounts and reliefs in business rates can be awarded in compliance with the criteria set out by the Department for Communities and Local Government.

3.0 Detail

£1000 Discount for Occupied Retail Premises

- 3.1 The government announced in the Autumn Statement a number of measures to support retailers in town centres. Within these changes the Government announced that it will provide a relief of up to £1,000 to all occupied retail properties with a rateable value of £50,000 or less in each of the years 2014-15 and 2015-16 up to state aid limits.
- 3.2 In January 2014 the Department of Communities and Local Government (DCLG) published a 'Retail Relief Guidance' paper. The guidance from the DCLG has been the basis of the policy described in this document.

3.3 As this is a temporary measure for 2014-15 and 2015-16 only, the Government is not changing the legislation around the reliefs available to business properties. Instead the Government will, in line with the eligibility criteria set out in their guidance, reimburse local authorities that use their discretionary relief powers, introduced by the Localism Act (under section 47 of the Local Government Finance Act 1988, as amended) to grant relief. It will be for individual local billing authorities to adopt a local scheme and decide in each individual case when to grant relief under section 47.

3.4 Central government will fully reimburse local authorities for the local share of the discretionary relief (using a grant under section 31 of the Local Government Act 2003). The Government expects local government to grant relief to qualifying ratepayers.

3.5 Properties that will benefit from the relief will be occupied hereditaments with a rateable value of £50,000 or less, that are wholly or mainly being used as shops, restaurants, cafes and drinking establishments. These are defined as:

i) Hereditaments that are being used for the sale of goods to visiting members of the public:

- Shops (such as: florist, bakers, butchers, grocers, greengrocers, jewellers, stationers, off licence, chemists, newsagents, hardware stores, supermarkets, etc.)
- Charity shops
- Opticians
- Post offices
- Furnishing shops/ display rooms (such as: carpet shops, double glazing, garage doors)
- Car/ caravan show rooms
- Second hand car lots
- Markets
- Petrol stations
- Garden centre
- Art galleries (where art is for sale /hire)

ii) Hereditaments that are being used for the provision of the following services to visiting members of the public:

- Hair and beauty services (such as: hair dressers, nail bars, beauty salons, tanning shops, etc)
- Shoe repairs/ key cutting
- Travel agents
- Ticket offices e.g. for theatre
- Dry cleaners
- Launderettes
- PC/ TV/ domestic appliance repair
- Funeral directors
- Photo processing
- DVD/ video rentals
- Tool hire

- Car hire

iii) Hereditaments that are being used for the sale of food and/ or drink to visiting members of the public:

- Restaurants
- Takeaways
- Sandwich shops
- Coffee shops
- Pubs
- Bars

3.6 The guidance lists types of retail premises and businesses that will not qualify for relief:-

i) Hereditaments that are being used for the provision of the following services to visiting members of the public:

- Financial services (e.g. banks, building societies, cash points, bureau de change, payday lenders, betting shops, pawn brokers)
- Other services (e.g. estate agents, letting agents, employment agencies)
- Medical services (e.g. vets, dentists, doctors, osteopaths, chiropractors)
- Professional services (e.g. solicitors, accountants, insurance agents/ financial advisers, tutors)
- Post office sorting office

ii) Hereditaments that are not reasonably accessible to visiting members of the public.

3.7 The total amount of government-funded relief available for each property for each of the years under this scheme is £1,000 subject to State Aid de minimis limits. The amount does not vary with rateable value and there is no taper. There is no relief available under this scheme for properties with a rateable value of more than £50,000 or for periods where the property is unoccupied. The relief is applied to the net bill after all other reliefs have been applied, so for example a small business who currently receives 100% small business rates relief will not also receive this discount.

3.8 The relief will require an application form to be completed as relief is subject to state aid de minimis limits, whereby a business must not have received state aid exceeding 200,000 euros in the last 3 years (current year plus preceding 2). State aid includes reliefs, grants, interest rate and tax relief, subsidies, guarantees, etc. The business will be required to sign a declaration confirming this. This may well preclude many of the large national retail chains that have shops in many town centres from receiving this relief

- 3.9 Over 2,200 businesses in Brent have been identified as possibly being entitled to this relief and application forms were enclosed with their annual Business Rate bills for 2014/15 inviting them to apply. If all qualify then the cost of this relief will be £2M (of which Brent's share would be £600,000), however this will be funded by central government.

Relief for Occupying Empty Retail units

- 3.10 The government also announced in its Autumn Statement 50 per cent business rates relief for 18 months for businesses that move into retail premises that have been empty for a year or more. The relief will apply where businesses move into such premises between 1 April 2014 and 31 March 2016 and will last for 18 months. Guidance on this is still awaited from the DCLG as to how it expects this to be implemented and the qualifying conditions, it is expected that such guidance will be issued in March 2014; however it will expect authorities to award this relief.

- 3.11 As this relief will help bring empty retail units back into use and as it will also be fully funded by central government, it is recommended that the council adopts the scheme in accordance with government guidance, which DCLG is expected to provide in March 2014. There are currently 150 retail premises within Brent that have been empty for more than 12 months. Again it is expected that qualification will be dependant upon the de minimis state aid limits. It is estimated that the cost of this relief will not exceed £250,000. To delay a decision on this matter may impact on businesses moving to Brent and occupying long term empty shops.

Relief for Empty Newly Built Commercial Premises

- 3.12 The government announced in the Autumn Statement on 5 December 2012 a scheme to exempt all newly built commercial property completed between 1 October 2013 and 30 September 2016 from empty property rates for the first 18 months, up to the state aids limits. The DCLG issued guidance on how this scheme should be operated in September 2013. The government expects local authorities to use their discretionary relief powers (under section 47 of the Local Government Finance Act 1988) to grant relief in prescribed circumstances. It will fully reimburse local authorities for the local share of the discretionary relief (using a grant under s31 of the Local Government Act 2003) based on outturn of relief granted in the circumstances specified.

- 3.13 All new commercial properties that are completed on 1 October 2013 or after will qualify for up to an 18 month exemption from any empty property rates that maybe due subject to the de minimis state aid limits. This is regardless of the property's rateable value. Newly built empty non domestic properties normally qualify for a 3 month exemption; the government are introducing this scheme in order to stimulate the construction industry. The council does not expect to award more than £100,000 relief in any one financial year. To date no properties have applied for this relief.

- 3.14 There will be additional administrative costs in operating these schemes – software, printing and postage and actual administration costs. However it is

expected that this will not exceed £15,000 and that some or all will be offset from New Burdens Funding.

- 3.15 Because of the timescales involved in implementing these schemes and that relief will be fully funded the government expects authorities to award relief in accordance with their guidance. These schemes will be monitored for any impacts on for example number of empty commercial premises so that if in the future the council wished to consider introducing its own scheme it can benefit from any experience learnt from the introduction of these schemes.

4.0 Financial Implications

- 4.1 For these three schemes the government has announced that it will fully fund the cost of awarding the reliefs, so that there is no loss of income to the council. The government's proposals have also been reflected in the budget assumptions presented to Council at its meeting on 3 March 2014. From a long term point of view these reliefs may help sustain the viability and growth of these businesses.
- 4.2 There will some additional administrative costs borne by the council in implementing and administering these schemes, these are estimated at £15,000. There may be some additional government funding to meet this new burden but otherwise these costs will need to be met within existing resources.

5.0 Legal Implications

- 5.1 These schemes were announced by the government in the Chancellor's Autumn Statements on 5 December 2013 and 5 December 2012. Rather than introduce legislation the government expects authorities to implement these schemes by using their discretionary relief powers, introduced by the Localism Act. Section 69 of The Localism Act 2011 amended section 47 of the Local Government Finance Act 1988 to allow authorities to grant business rate discounts. Under this provision authorities can create their own discount schemes in order for example to promote growth and jobs in its area, or specified areas. Any such scheme would need to be approved by the Council's Executive.
- 5.2 Normally the authority would have to fund its share of the cost, however for these schemes the government will fully fund the costs as it expects authorities to implement these schemes in accordance with the guidance.
- 5.3 Guidance from DCLG regarding the £1000 discount for retail premises as described in paragraphs 3.1 to 3.6 of this report was only provided in January

2014. Guidance from DCLG regarding the 18 month exemption from empty property rates for new commercial properties was issued in September 2013. Guidance from DCLG is still awaited regarding the 50% business rate relief for occupying empty retail units. Because of the short timescales involved and the need to get the schemes in operation for the beginning of the next financial year, and as this report is proposing to provide reliefs in business rates that have been announced by the Government which will fund these reliefs, it has not been deemed necessary to carry out consultation regarding the proposals in this report. If officers had made recommendations to provide a discretionary business rate relief scheme which was different to the schemes set out by DCLG, then the Council would have to consult on such a scheme.

- 5.4 State Aid law is the means by which the European Union regulates state funded support to businesses. Providing discretionary relief to ratepayers is likely to amount to State Aid. However Retail Relief will be State Aid compliant where it is provided in accordance with the De Minimis Regulations (as set out in Statutory Instrument 1407/2013).
- 5.5 The De Minimis Regulations allow an undertaking (in this case, a business) to receive up to €200,000 of De Minimis aid in a three year period (consisting of the current financial year and the two previous financial years). Officers will need to familiarise themselves with the terms of this State Aid exemption when considering whether to award business rate relief upon receipt of business relief applications, in particular the types of undertaking that are excluded from receiving De Minimis aid (Article 1), the relevant definition of undertaking (Article 2(2)) and the requirement to convert the aid into Euros.
- 5.6 To administer De Minimis it is necessary for the local authority to establish that the award of aid will not result in the undertaking having received more than €200,000 of De Minimis aid. It should be added that the threshold only relates to aid provided under the De Minimis Regulations (aid under other exemptions or outside the scope of State Aid is not relevant to the De Minimis calculation).

6.0 Diversity Implications

- 6.1 An Equality Impact assessment has not been carried out as these schemes are aimed at helping businesses, so that no-one will be adversely affected. Those who are likely to be entitled have been identified and sent application forms with their annual bills, the council's web site has been updated to advise of these schemes and the explanatory notes that accompanied bills also detail the availability of these schemes. It is anticipated that those who having been identified as potentially entitled and do not apply will be sent follow up letters to ensure maximum take up.

7.0 Staffing/Accommodation Implications (if appropriate)

- 7.1 None

Background Papers

DCLG Business Rates Information Letter 9/2013 December 2013 – Autumn Statement

DCLG paper – Retail Relief Guidance – January 2014

DCLG paper – New Build Empty Property Guidance – September 2013

Contact Officers

Richard Vallis, Revenues & IT Client Manager – 2nd Floor, Civic Centre, Tel 020 8937 1503

Andrew Donald
Director of Regeneration & Growth
[

 Brent	Executive 24 March 2014 Report from Assistant Chief Executive
Wards Affected: [ALL]	
Authority to tender contract for advice and guidance service for people with disabilities and older people in Brent	

1.0 Summary

- 1.1 This report follows Executive agreement in July 2013 to proposals for the various advice and guidance arrangements which form part of the Voluntary Sector Initiative Fund. This report requests approval to invite tenders in respect of Advice & Guidance for people with disabilities and older people as required by Contract Standing Orders 88 and 89.

2.0 Recommendations

Executive members are asked:

- 2.1 To approve inviting tenders for Advice and Guidance Service for people with disabilities and older people on the basis of the pre - tender considerations set out in paragraph 3.10 of the report.
- 2.2 To give approval to officers to evaluate the tenders referred to in 2.1 above on the basis of the evaluation criteria set out in paragraph 3.10 of the report.
- 2.3 To delegate authority to the Assistant Chief Executive to agree the award of the contract to the successful bidder, in liaison with the portfolio holder for Corporate Strategy and Policy Coordination, for the reasons set out in paragraph 3.11 of the report.
- 2.4 To agree an extension to the interim contract for advice for people with disabilities provided by Brent Mencap, until the start of the new contract being tendered as referred to in paragraph 2.1.
- 2.5 To note the extension of the grant funded agreements with Age UK for provision of advice to older people and with Brent Mencap for provision of advice to people with learning disabilities until the start of the new contract being tendered as referred to in paragraphs 3.6 and 3.8.

3.0 Detail

- 3.1 The purpose of this report is to seek agreement for the procurement of a new advice and guidance service for two resident client groups: people with disabilities and older people. This new contract will replace existing provision as agreed by Executive in July 2012 as part of a review of advice and guidance services. This service will provide advice and guidance for two adult client groups who are resident in the borough: people with disabilities and older people. Advice is preventative in nature enabling client groups to help themselves and enhance independence. Categories of advice include but are not limited to age and disability related concerns, health, welfare, housing, finance and debt. The new contract will replace a grant funded project for advice for older people, a grant funded project for advice for people with learning disabilities and an interim contract for advice for people with disabilities. The council is aligning the timeframes for the various advice contracts let by the council, funded through the Voluntary Sector Initiative Fund and other departmental budgets with a view to considering how to harmonise provision in future. This is in line with recommendations on advice provision agreed by Executive in July 2013.
- 3.2 The Executive agreed in July 2013, to seek consolidated advice and support services for people with disabilities and older people to begin in 2014, as a result of the review of advice and guidance. The equality analysis undertaken as part of that review identified a need to mitigate the potential impact of changes to the Voluntary Sector Initiative Fund by creating separate advice streams with a specific focus on people with disabilities and older people. In the case of disability this action was expected to have a positive equality impact.

Current Voluntary Sector Initiative Fund advice for people with disabilities

- 3.3 Current provision for people with learning disabilities consists of an information and guidance service that provides generalist and specialist advice. This is currently being delivered by Brent Mencap at a cost of £52,020 a year, funded through a grant.
- 3.4 In addition, Brent Council previously grant funded Brent Association for Disabled People (BADP) to provide general advice for people with all types of disabilities. It was with great regret that the Executive decided it was no longer able to fund BADP when the organisation encountered governance and financial difficulties. The Executive agreed to put in place interim provision of advice for local adult residents with disabilities. Brent Mencap secured this interim contract following a quotation exercise and the service began on 1st December 2013 at a cost of £75,266 for the contract period Dec 2013 – March 2014.
- 3.5 Members are asked to agree the extension of this interim contract provided by Brent Mencap at a cost of £18,816 per month so that the contract end date (July 2014) coincides with the planned start of the new combined advice and guidance contract for people with disabilities (including learning disabilities) and older people. The cost of this is covered by existing budgets for Advice and Guidance within the Voluntary Sector Initiative Fund.
- 3.6 The interim contract for advice for people with disabilities provided by Brent Mencap will be replaced with the combined advice contract for which authority to tender is sought. The grant funded project for people with learning disabilities has been extended and will cease

once the new contract starts in July 2014. The funding will contribute to the budget for the new combined advice contract.

Current Voluntary Sector Initiative Fund advice for older people

- 3.7 The current grant funded project for older people consists of an advice and guidance service to older people and some carers consisting of advice services for older people via telephone, home visits and outreach. This is currently being delivered by Age UK at a cost of £90,474 a year.
- 3.8 The grant funded advice project for older people delivered by Age UK has been extended and will cease in July 2014 once the new combined contract starts. The funding will contribute to the budget for the new combined advice contract.

Commentary

- 3.9 The review referred in paragraph 3.2 identified the need for consolidated and consistent advice services. We held focus groups with both older people and people with disabilities to gather views to shape the specification.
- 3.10 In accordance with Contract Standing Orders 88 and 89, pre-tender considerations have been set out below for the approval of the Executive.

Ref.	Requirement	Response	
(i)	The nature of the service.	To provide an advice and guidance support service for both older people and people with disabilities including learning disabilities.	
(ii)	The estimated value.	£301,874 per annum,	
(iii)	The contract term.	12 months with option to extend for a further year at the same cost	
(iv)	The tender procedure to be adopted.	One Stage procurement process	
v)	The procurement timetable.	Indicative dates are:	
		Adverts placed	26/3/2014
		Invite to tender	26/03/2014
		Suppliers Meeting	4 th April 2014
		Deadline for tender submissions	7 th May 2014
		Panel evaluation	8 th May 2014 – 30 th May 2014
		Report recommending Contract award	6 th June 2014

Ref.	Requirement	Response	
		circulated internally for comment Decision on award of contract under delegated authority Executive call in period of 5 days (mandatory unless excluded by the Exec) Contract Mobilisation Contract start date	June 2014 June 2014- June 2014 July 2014
(vi)	The evaluation criteria and process.	The procurement process is a single stage tender process. This involves firstly evaluating tenderers' responses to the Authority's Prequalification Questionnaire (PQQ) and then evaluation of the tender proposal. The PQQ assessments will follow the Council's Contract Management Guidelines. The PQQ evaluation is to ensure that the Council's minimum standards of financial standing and technical capacity are met. The outcome of this stage will be a list of bidders who will then be evaluated against their tender proposals The tender proposals will be evaluated against: • Approach to partnership working • Approach to Governance • delivery model • Approach to service delivery and ability to deliver a high quality service • Approach to monitoring of the service • Cost The tender weighting will be assigned as follows: Cost 60% and Quality 40%	
(vii)	Any business risks associated with entering the contract.	Financial Services and Legal Services have been consulted concerning this contract [and have identified the implications associated with entering into this contract set out sections [4] and [5] of the report.	
(viii)	The Council's Best Value duties.	By procuring this contract competitively it is anticipated that the successful bidder will offer a combination of high quality services for an economic price.	
(ix)	Consideration of Public Services (Social Value) Act 2012	The service has been specified in a way that will maximise well-being for users.	

Ref.	Requirement	Response
(x)	Any staffing implications, including TUPE and pensions.	See section [7.0] below.

(xi)	The relevant financial, legal and other considerations.	See sections [4.0] and [5.0v] below.

3.11 Delegated authority for the award is sought as opposed to reporting back to the Executive, to minimise further extension to already extended grant agreements and the interim service contract presently in place (as set out in 3.3 - 3.4). The timetable of executive meetings would add a further two months to the process and require extension of these arrangements for that additional period.

3.12 The Executive is asked to give its approval to these proposals as set out in the recommendations and in accordance with Standing Order 89.

4.0 Financial Implications

4.1 The estimated value of this services contract is £301,874 per year. The cost of this contract will be funded from the existing Voluntary Sector Initiative Fund (VSIF) as per the agreement from Executive in July 2013. The breakdown of existing grant agreements and contracts and the new combined contract is set out below. As per paragraph 3.1, the existing provision listed below will cease on commencement of the new contract. The council is aligning contract periods for a range of advice contracts in order to consider future harmonisation of provision.

Provision	2013/14 Budget	2013/14 Spend	2014/15	2015/16	Comment
Grant Advice for people with learning disabilities (Mencap)	£52,020	£52,020	£13,005	Ceased	2014/2015 spend April - June 2014 extension
Grant Advice for older people (Age UK)	£90,474	£90,474	£22,618	Ceased	2014/2015 spend April - June 2014 extension
Interim Contract Advice for people with disabilities (Mencap)	£159,380	£75,266	£56,448	Ceased	Part year spend as ceased funding provider and replaced with interim contract. 2014/2015 spend extension until commencement of new contract.
New Contract	£0	£0	£226,406	£75,469	Full year cost is estimated to be

					£301,874, this is split as follows: Jul- March 2014 and April-June 2015
Total	£301,874	£217,760	£318,477	£75,469	The overspend is covered as a one off from reserves

- 4.2 As requested by members the table below is included for information only, giving an overview of the whole Voluntary Sector Initiative Fund including the advice funding stream.

VSIF Cost Item	2013/14 £	2014/15 £	2015/16
Advice and Guidance Stream Total	856,642	856,642	TBA
Specialist & General Legal Advice	542,774	542,774	TBA
Advice and Guidance – people with disabilities and older people	301,874	301,874	TBA
London Councils Stream	342,487	340,854	TBA
Themed Grants Stream	690,847	690,847	TBA
Infrastructure Stream	159,249	159,249	TBA
Tenant Engagement Project	33,229	0	0
TOTAL	2,076,457	2,041,595	TBA

5.0 Legal Implications

- 5.1 The estimated value of the contract over its lifetime is in excess of £250,000 and therefore the procurement and award of this contract is subject to the Council's Contract Standing Orders and Financial Regulations in respect of High Value Contracts.
- 5.2 For High Value Contracts, the Executive must approve the pre-tender considerations set out in section 3 above (Standing Order 89) and the inviting of tenders (Standing Order 88).
- 5.3 The provision of advice and guidance services to people with disabilities and older persons are classified as Part B Services under the Public Contracts Regulations 2006 ("EU Procurement Regulations") and as such are not subject to the full application of the EU Procurement Regulations (save that there must be a technical specification contained in the contract documents and on award of contract the Council must issue a Contract Award Notice in the OJEU within 48 days of award). The services are however, subject to the overriding EU Treaty principles of equality of treatment, fairness and transparency in the award of contracts.
- 5.4 Normally, once a tendering process is completed for a High Value contract, Officers report back to the Executive in accordance with Contract Standing Orders, explaining the process undertaken in tendering the contracts and recommending award. In this case, it is proposed that authority to award is delegated to the appropriate Authorised Officer.

6.0 Diversity Implications

- 6.1 During 2012/2013 the Service Level Agreements and grant funded projects within the Advice and Guidance Stream were reviewed to identify better proposals for future advice and guidance provision. These services included generalist and specialist provision for older people and people with disabilities.
- 6.2 The potential adverse impact for elderly people identified in the 2012 equality analysis for the fund as a whole is being mitigated by the implementation of the recommendations for this stream alongside the shift in the people benefiting from the Voluntary Sector Initiative themed grant projects, which in more recent rounds have included more elderly people as beneficiaries.
- 6.3 The 2012 analysis was one of the key factors in the creation of the Advice and Guidance stream. The equality analysis highlighted that people with a disability will be positively impacted by the continued provision through the Advice and Guidance Stream and that across the Voluntary Sector Initiative Fund as a whole, the Advice and Guidance stream balances out the slight under representation of disabled people in other grant funded projects.
- 6.4 The proposals in this report have been subject to screening and officers believe that the proposals result in a negative impact on residents with a disability and older people. However this impact is mitigated by the provision of an equivalent service which offers consolidated advice and guidance focusing on older people and people with disabilities. The Equality Impact Analysis of the policy, which is partly being implemented by this request for authority to tender is attached as an appendix 1.

7.0 Staffing/Accommodation Implications (if appropriate)

- 7.1 Where the award is made under the proposed procurement solution to one or more new providers other than the incumbent; The Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE") may apply so as to transfer from the current providers to the new, those employees of the incumbent provider. TUPE considerations will be considered by officers before tendering services.

Appendices

Appendix 1: Advice and Guidance Review Equality Impact Assessment, July 2013

Contact Officer(s)

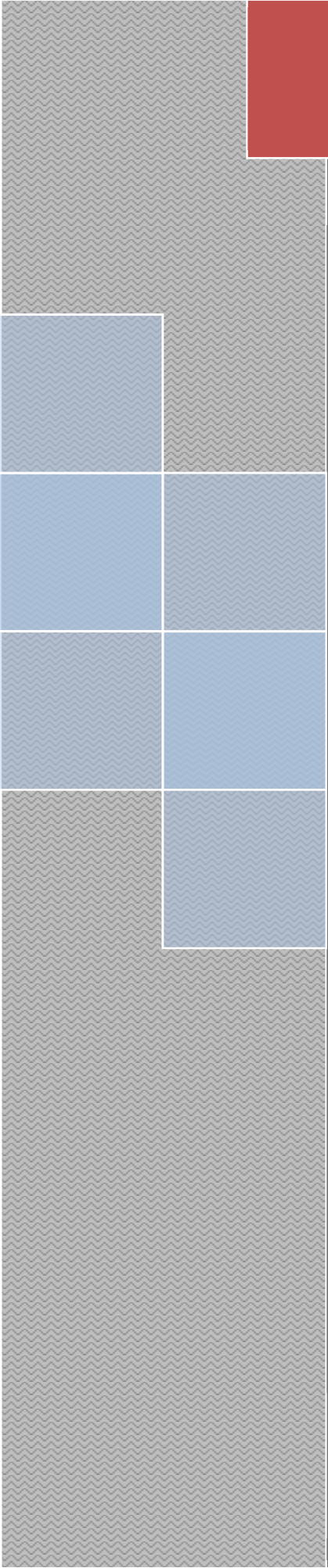
Joanna McCormick, Partnerships Coordinator

Cathy Tyson, Head of Policy and Scrutiny

BEN SPINKS

Assistant Chief Executive

This page is intentionally left blank



Equality Analysis

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.

Directorate: Strategy, Partnerships and Improvement Service Area: Corporate Policy Team	Person Responsible: Name: Joanna McCormick Title: Partnerships Coordinator Contact No: 0208 937 1608 Signed:
Name of policy: Advice and Guidance Stream Review – Voluntary Sector Initiative Fund	Date analysis started: April 2012 Completion date: March 2013 Review date: March 2014
Is the policy: New X Old ☐	Auditing Details: Name: Eoin Quiery Title: Senior Practitioner (Diversity) Date 18.04.13 Contact No: 0208 937 1623 Signed: 
Signing Off Manager: responsible for review and monitoring Name: Cathy Tyson Title: Assistant Director, Policy Date: April 2013 Contact No: 0208 937 1045 Signed:	Decision Maker: Name individual /group/meeting/ committee: Executive Date: July 2013

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? Please refer to stage 2 of the guidance.

In January 2012, the Executive decided to create a Voluntary Sector Initiative Fund from the former Main Programme Grant and Advice budgets. The review and equality analysis undertaken at that time led to the creation of an Advice and Guidance stream within the Voluntary Sector Initiative Fund.

It was identified that the stream would include significant elements which would benefit people with a disability and some elderly people.

During 2012/2013 the Service Level Agreements and grant funded projects within the Advice and Guidance Stream were reviewed to identify better proposals for future advice and guidance provision. These services include generalist and specialist provision for older people and people with disabilities, as well as legal services provision for all residents.

The review has been completed and the following is proposed:

- To renegotiate Service Level Agreements with Brent Community Law Centre for the provision of specialist legal advice and Brent Citizen's Advice Bureau provision of generalist legal advice until March 2015.
- To extend the existing grant agreements with Age UK and Brent Mencap for the provision of advice and guidance for disabled and some elderly people until end of March 2014
- To secure an interim service to replace the grant funded project to provide an umbrella body to represent disabled people in the borough and offer advice and guidance until the end of March 2014.
- Seek new bids for a consolidated advice and guidance for disabled and some elderly people for 2014/2015, incorporating all of funding for advice and guidance for people with disabilities and older people. Include the option to extend for a second year subject to 2014 advice funding decisions.
- To extend existing arrangements for private sector tenant engagement provided by Brent Private Tenants Rights Group until 31st March 2014, giving notice that the council does not intend to fund this particular project after that time.
- To reallocate the funding spent on tenant engagement to commission a project/s to address private sector housing issues in the borough

**3. Describe how the policy will impact on all of the protected groups.
What evidence have you relied on to reach these conclusions?**

Projects currently funded through voluntary sector grants impact on protected characteristics in the following way:

Age – There is a relatively small proportion of people benefiting from projects in the Voluntary Sector Initiative Fund who are aged over 60.

In contrast, approximately 34% of the total funding in the Advice and Guidance funding stream is going to projects where the beneficiaries are aged over 60.

Of the total number of beneficiaries in the Advice and Guidance funding stream, 19.5% are aged over 60.

This is in context with the Borough average where 14.5% of the population is aged over 60.

Disability –Of the total beneficiaries of the Voluntary Sector initiative Funding, 19% are disabled people.

In contrast, 46% of the total funding amount in the Advice and Guidance funding stream is going to projects where the beneficiaries are disabled people.

Of the total number of beneficiaries in the Advice and Guidance funding stream, 26.5% are disabled.

This is in context with the Borough average where 15.6% of the population is registered as disabled.

Some organisations have a higher than average proportion of disabled people benefiting from the project they are running, such as Brent Mencap.

Race – 71% of the funding in the Advice and Guidance stream is benefiting people from a Black or Ethnic Minority (BME) background, which is above the proportion of people from BME backgrounds in the borough population (59%).

Gender – 48% of funding is benefiting females, a slightly lower proportion than that in the borough population (49.8%).

No data is presently held for religion or belief, sexual orientation, gender reassignment, pregnancy or maternity for nearly all organisations presently funded. Organisations presently providing advice report anecdotally that there are only a few cases now and again which are concerned particularly with religion, sexual orientation or gender reassignment. Again anecdotally, there have been a series of cases of employment advice being sought following staff losing jobs after taking maternity leave and this issue has been pursued by the local organisations with further advice for local employers on the legal position. The organisations are tracking cases of this sort so there is an understanding of numbers who benefit from the service on the basis of this protected characteristic.

The policy will have a positive impact on protected groups.

In securing provision for both specialist and non-specialist the Advice and Guidance Stream support in the 4 areas listed above, the policy ensures that there is:

- (i) Widespread positive impact on all protected groups; particularly in terms of legal services provision.
- (ii) Targeted positive impact on specific protected groups (such as the elderly and disabled).

The overall Voluntary Sector Initiative Fund including the Advice and Guidance Stream enables the inclusion of all protected groups and also supports vulnerable groups which would be underrepresented otherwise.

Please give details of the evidence you have used:

The equality monitoring by organizations funded to deliver against Service level agreements and grant agreements was used to assess impact. Snapshots of the population as a whole was used as a benchmark along side evidence of local need identified through Brent Data Statistics responses from residents and local providers of services who were involved in the peer review or subsequent review of existing provision and changed welfare context.

- Consultation responses on the development of Voluntary Sector Initiative Fund including the Advice and Guidance Stream
- Census data (ONS, NOMIS)
- Service Provider self-assessment data (service user statistics)
- Brent borough profile for demographic data (needs assessment)
- Equality monitoring data and guidelines
- Previous reports produced relating to the same user group

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;

- The funding of advice and guidance as proposed will ensure that groups subject to discrimination can seek support either through legal advice or through advice tailored specifically to their protected characteristic – disability or age.

(b) Advance equality of opportunity;

- Provide practical support to protected groups (e.g. debt management).
- Provide additional advice and guidance to protected groups.
- Enable service users to improve their access to mainstream services.

(c) Foster good relations

- Multi-agency support and training
- Facilitate service user communications and awareness of support available.
- Updated outcomes and improved referral routes to these services will enable better engagement between those individuals advised and the wider community.

5. What engagement activity did you carry out as part of your assessment? Who did you engage with? What methods did you use? What did you find out? How have you used the information gathered? How has it affected your policy? Please refer to stage 3 of the guidance.

The assessment began drawing on consultation responses to the creation of the Advice and Guidance Stream within the Voluntary Sector Initiative Fund, and customer feedback on legal advice services.

The assessment was developed further on the basis of quantitative data about the demography of the borough in conjunction with equality monitoring data provided by the organisations running presently funded projects. Each group provided equality information about the people who benefit from projects they run and this has been used to make a qualitative judgement.

These projects were agreed upon before the Equality Act 2010 came in and the monitoring covered race, gender, disability and age but not pregnancy, maternity and gender reassignment. Only some organisations provided information on religion and sexual orientation and the data was not comprehensive enough to analyse. Each project was considered separately in relation to each equality strand and then the collective themes and strands were also analysed.

6. Have you 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 negate this impact. Please refer to stage 2, 3 & 4 of the guidance.

Most of the recommendations facilitate positive impacts for groups of people with protected characteristics. We only identified potential negative impacts for protected groups in relation to one recommendation, which is set out below. In terms of the protected characteristics the following was identified

Age – The fund is now more consolidated and the proposal for aligned advice services will ensure a focus on elderly people, particularly those with a disability. When looking at the Voluntary Sector Initiative Fund as a whole, it is clear that any potential adverse impact for elderly people identified in the 2012 equality analysis for the fund as a whole is mitigated by the implementation of the recommendations for this stream alongside the shift in the people benefiting from the Voluntary Sector Initiative themed grant projects, which in more recent rounds have included more elderly people as beneficiaries.

Disability – Funding has become more consolidated and the proposed alignment of services ensures that the potential adverse impact identified in the 2012 equality analysis is mitigated. The 2012 analysis was one of the key factors in the creation of the Advice and Guidance stream. The equality analysis highlights that people with a disability will be positively impacted by the continued provision through the Advice and Guidance Stream and that across the Voluntary Sector Initiative Fund as a whole, the Advice and Guidance stream balances out the slight under representation of disabled people in other grant funded projects.

Race - Grant funding has consistently benefitted a range of BME communities. The fund as a whole and the advice and guidance stream has a positive impact on people from BME backgrounds with a slightly higher percentage than that seen in the general population accessing the services presently funded. When reviewing the areas of the borough receiving this advice, there is a correlation with deprivation levels and associated poverty which explains this finding.

Gender - There is a slighter lower proportion (48%) of females when compared to the Borough average of 50% who are accessing advice and guidance services in the borough.

No data is presently held for religion or belief, sexual orientation, gender reassignment, pregnancy or maternity for nearly all organisations presently funded. The Corporate Diversity team has begun work with organisations to try to improve monitoring for all of the funded projects within the Voluntary Sector Initiative Fund.

Tenant engagement proposal

The review also considered a lapsed SLA with Brent Private Tenants Rights Group (BPTRG) costing £33,228.98 a year. This had previously led private sector tenant engagement and it is not advice and guidance which is funded. The proposal to cease funding the tenant engagement project at the end of March 2014 has the following potential impact:

There are over 33,000 (Census 2011) households within the borough who are renting private accommodation. Of these, the estimated figures provided by the organisation for numbers of people engaged through the tenant engagement project make up approximately 1.5% with a large proportion being older people.

The potential impact will be mitigated through the Private Sector Housing Forum and area specific 'Brent Connects' Forums across the borough where residents can raise issues of concern. Also, private sector tenants will be able to access other generalist advice services in the borough.

Alternative support for concerns identified by private sector tenants is also available for residents in private sector housing through housing teams, the tenancy relations service (currently going through a procurement process) and a healthy homes project led by Brent Private Tenants Rights Group under the themed grant funding stream of the Voluntary Sector Initiative Fund. Private sector tenants are engaged through case work support rather than the broader engagement of private sector tenants on cross cutting issues.

The recommendations propose commissioning work to address private sector housing issues, many of which are the key concerns of those engaged through the tenant engagement project. This also offers a form of mitigation.

Brent Association of Disabled People

As the council is not in a position to continue to fund BADP, there is a potential impact on people with a disability in the first instance. The report proposes putting in an alternative service in place as an interim measure and then to look at a consolidated service of advice and guidance for disabled and elderly from April 2014.

Please give details of the evidence you have used:

Please see data listed in section 3 and evidence of engagement listed in section 5.

7. Analysis summary

Please tick boxes to summarise the findings of your analysis.

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

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.

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.

To mitigate the potential impact of the Brent Association of Disabled People no longer being in a position to deliver the project, the report proposes that the council secures an interim service until the end of March 2014 and in the meantime seeks consolidated advice and support services for people with disabilities and older people to begin in April 2014.

To mitigate for any impact of ceasing to fund the Tenant Engagement Project after March 2014, in addition to the existing provision of generalist advice through organisations like Citizens Advice Bureau and the housing team at Brent Council, there will be numerous opportunities for private tenants to raise issues of concerns through housing forums such as the Private Sector Housing Forum and the ward specific Brent Connects Forums. A further commissioned project looking at private sector housing issues will seek to respond to some of the key points identified by private sector tenants through tenant engagement.

The proposals outlined above adjust the policy to respond to changes in need and organisational circumstance.

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.

The voluntary sector is engaged and consulted with through the voluntary sector liaison forum. In addition, the development of a new CVS offers the ideal opportunity to communicate across the range of organisations which make up Brent's voluntary sector.

Future monitoring will take place in the following way:

- Corporate Officer Group to monitor progress of Council-funded projects.
- Updated bidding documentation.
- Updated monitoring forms for project returns which cover all protected characteristics in the Equality Act and emphasize the action being taken to tackle any adverse impact identified.
- Quality monitoring of contracts
- Specific equalities measures

10. Action plan and outcomes

At Brent, we want to make sure that our equality monitoring and analysis results in positive outcomes for our colleagues and customers.

Use the table below to record any actions we plan to take to address inequality, barriers or opportunities identified in this analysis.

Action	By when	Lead officer	Desired outcome	Date completed	Actual outcome

This page is intentionally left blank

 Brent	Executive 24 March 2014 Report from Assistant Chief Executive and Chief Finance Officer
Wards Affected: ALL	
Performance and Finance Review, Quarter 3, 2013-14	

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 Pay
- 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. Though JSA claimant counts have been falling in Brent since early 2013, in line with the national trend, entrenched worklessness continues to exist in some of our most deprived neighbourhoods. 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 protecting services and its 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.

3.0 Executive Summary - Performance

There are currently 45% on target (green) or just below target (amber) and 19% are well below target (red). The rest are considered indicative 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.

Overall Council Performance						
						Total
	Low	Med	High	IO	MD	Total
Adult Social Care	5	1	2	0	0	8
Children & Families	4	3	2	1	0	10
Environment & Neighbourhoods	9	3	5	0	0	17
Regeneration & Growth	4	0	3	4	0	11
Complaints	0	0	0	18	0	18
Total	22	7	12	23	0	64
Percentage	34	11	19	36	0	100

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 to 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 Q3 2012/13.

3.1 Adult Social Services

The percentage of Mental Health contacts which reach assessment in 4 weeks has improved from 37% in Q2 to 46% in Q3 but remains well below the 86% target. A Phase 2 mental health improvement project is planned, and as part of that work it is likely that there will be a review of social care staff roles and responsibilities in order to meet service demand and improve social care outcomes.

The percentage of social care clients offered self directed support in the community is 100%. The proportion of clients receiving a homecare and direct payments service is currently reporting 87%. It is just behind the target of 88% so remains a medium risk.

The number of customers in residential care who suffer from dementia has fallen significantly from 298 in Q2 to 245 in Q3. As a snapshot, the number of social care clients in nursing and residential care has fallen from 995 in Q2 to 974 in Q3.

The department is about to 'draw up' a S75 formal partnership agreement for 2014/15 which will include clear expectations around delivery against social care performance indicators and will be monitored via a S75 governance board.

3.2 Children and Families

The indicators introduced this year to reflect how schools in Brent have been judged by Ofsted remain at high risk with 2 primary and 3 secondary schools being judged as inadequate, though the number of primary schools judged inadequate has reduced by 1 compared to Q2.

The percentage of care leavers in employment, education and training is 66% which compares with 58% in Q2. Though under target, the department anticipate meeting the target and informal benchmarking indicates that Brent is out-performing neighbouring boroughs.

The Council's approach to looked after children is to increase the number placed in house with Brent foster carers and reduce the number placed with independent fostering agencies. The number of looked after children placed with in house (Brent) foster carers has improved from 125 (Q2) to 128 (Q3) but remains a medium risk. The number placed with independent fostering agencies has reduced from 97 (Q2) to 87 (Q3) and the indicator has moved from high risk to low risk.

The number of successful claims achieved with troubled families is 88. These refer to achieving positive outcomes against the main criteria of: employment (adults) and progress to work and reductions in offending, anti-social behaviour and school exclusion (young people). Claims are made where all family members are showing positive change.

3.3 Environment and Neighbourhoods

The number of active library users as a percentage of the population shows a year to date total of 20.2% against a target of 22%. This indicator along with library visits per 1000 of the population are shown as medium risk. In terms of library visits both Willesden Green and Wembley Library are ahead of target, however Kilburn Library is under target. The number of online and automated phone interactions within the library service remains on target.

Brent's recycling rate is 42% and benchmarking for 2012/13 shows that it is in the top 25% of London councils. YTD performance for the tonnes of waste sent to landfill shows that 1250 less tonnes have been sent to landfill compared to the same period last year. The number of streets below standard for litter for Q3 is 7.5% which reflects a significant improvement on Q2 reported at 14%. The number of flytipping inspections and investigations remains well over target and reflects the continuation of the town centre trade waste programme.

Community Safety indicators are reflected as low risk, with the exception of the number of incidents of violence with injury, which is a medium risk. The number of incidents of burglary remains within target however November and December did see a leap in the number of incidents reported.

The total number of sports visits to council sports centres continues to out perform against target, with Vale Farm and Willesden both performing strongly. The percentage of food premises that are broadly compliant with food hygiene law has shown a slight drop compared to Q2 and is reporting at 81.6%. It remains a medium risk.

3.3 Regeneration and Growth

The percentage of major planning applications processed within 13 weeks has shown a marked improvement against the 23% reported in Q1 and has moved from high risk to medium risk. 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. There are a number of reasons for the decline. The impact of the extended permitted development rights which came into effect on 30 May

2013 has seen the number of applications received rise sharply in each quarter this year and resulted in significant officer time taken to deal with these applications. Also work relating to extended permitted development started at the time when the service moved into the Civic Centre and the validation and aspects registering planning applications moved to BIBs – requiring extensive training for new staff within BIBs. The government is looking to extend the permitted development rights even further and with a three year window available to use these rights it is likely the volumes will continue to rise in the future. We are looking at improvements across the service and hope to have a new structure and improved processes in place by the end of the year to address the rising volumes in workload.

The number of households in temporary accommodation, recorded as a snapshot at the end of each quarter, has dropped slightly for the second quarter in a row. This primarily reflects increased use of private rented sector discharge of the Council's homelessness duty. Future movements are uncertain as the impact of the Overall Benefit Cap in the private rented sector works through, and to minimise any consequential homelessness a large number of such households are being supported by discretionary housing payments.

Performance against 'time taken to process all new benefits claims' has been affected by the exceptionally high demand on the Benefits' Service in Q1, following the changes in welfare entitlement. This has created a backlog of demand to be processed which is still affecting indicator performance. Q3 performance was 9.8 days which compares with 9.5 days in Q2 so the indicator remains a high risk .

The percentage of repairs completed on first visit is performing above target, as is the Council tax collection rate indicator which reported a collection rate of 82.77% at the end of Q3.

3.6 Complaints Summary

The number of local resolution complaints received by the council for Q3 was 486; this volume is consistent with that reported in Q2. Year to date 1329 local resolution complaints have been received, half of which arise from 2 services – Safer Streets (which includes Parking) in Environment and Neighbourhoods and Brent Housing Partnership in Regeneration in Growth.

Q3 saw 38 complaints escalated to final resolution; a slight increase on Q2 bringing the year to date total to 88. Environment and Neighbourhoods and Regeneration in Growth account for the majority of these (69 representing 78% of them).

Response rates at local resolution stage have dipped this quarter but the year to date figure is just below 80%. Final review response rates were 69% which represents an improvement on the previous quarter.

By the end of Q4 managers will have been trained to use the reporting side of icasework to monitor and improve performance.

4.0 Executive Summary - FINANCE

4.1 The Council's revenue budget position for quarter 3 is as follows:

Item	Budget £m	Forecast £m	Variance £m
Adult Social Services	107.9	108.0	0.1
Children & Young People	44.6	45.6	1.0
Environment & Neighbourhoods	36.6	36.5	(0.1)
Regeneration & Growth	37.9	33.7	(4.2)
Corporate Services	34.3	34.3	0.0
Transfer to Reserves	0.0	3.5	3.5
Service Area Total	261.3	261.6	0.3
Central Items	23.0	21.6	(1.4)
Total Council Budget	284.3	283.2	(1.1)

- The Council is currently forecasting an in year underspend of £1.1m an improvement of £1.0m on the quarter 2 position. The improvement was mainly due an increase of £0.5m in Regeneration & Growth's forecast net underspend and a similar increase in central items underspend.
- The Adult Services department is forecasting an overspend of £0.1m. The main factor contributing to the overspend relates to the Mental Health Service and its residential care and supported living budget. An efficiency programme is underway to mitigate against this pressure and to date £0.4m of efficiency savings have been identified. It is possible that this overspend will be eliminated by year end.
- The Children & Young People department is forecasting an overspend of £1.0m for quarter 3. This is predominantly driven by a cost pressure of £0.8m on SEN transport, caused by a combination of rising fleet costs and overly optimistic expectations of savings to be delivered through the WLA Transport Hub. The service is now implementing a new eligibility and efficiency policy to drive out over the coming months, but the principal effect of this will be felt in 2014/15.

- The Environment and Neighbourhoods department is now forecasting an underspend of £0.1m. There remains a pressure in the parking service where the new parking contractor has under performed against the on-street enforcement objectives since July. Officers are working hard to ensure that the contract is delivered, and to mitigate the current overspend of £0.3m through various efficiency and income generation strategies. However underspends in other areas of Environment and Neighbourhoods are off-setting this pressure, enabling the department to forecast a slight underspend.
- The Regeneration and Growth department is forecasting an underspend of £4.2m. The position has been steadily, and substantially improving since the reported underspend of £1.7m for quarter two. The main area of improvement is temporary accommodation where the forecast underspend has increased from £1.5m to £3.5m. While growth of £2.45m was included in the budget for 2013-14, the impact of the welfare reforms on temporary accommodation numbers has not been as high as originally anticipated when the budget was set and in quarter three the expected spike in demand did not materialise. Furthermore, while the Council has been financially supporting all the 460 capped households in temporary accommodation at over £120 per week on average, most of these costs have been met from Discretionary Housing Payments (a £4.8m Government Grant) and therefore has not be borne by the temporary accommodation budget. Despite the strong management plans in place to keep temporary accommodation numbers low this remains an area of great uncertainty as the full effect of some welfare reforms has yet to impact directly to residents' lives and living standards. Consideration will need to be given, at the year-end, to transferring some or all of this underspend of £3.5m to an earmarked reserve to fund future pressures on the temporary accommodation budget. In addition the underspend on supporting people has over the period increased from £0.2m to £0.6m reflecting the additional contract savings achieved. Customer Services are also reporting an underspend of £0.1m.
- The position on Central items has improved by £0.5m from the underspend of £0.9m reported in quarter two and is now reporting a forecast underspend of £1.4m. This is predominantly due to higher than anticipated government grant for the Education Services Grant and reflects less schools converting to academies than expected during 2013/14.

Overall including the in year underspend of £1.1m the forecast balances at 31st March are now expected to be £13.1m.

	£m
Balances Brought Forward 1 st April 2013	12.0

2013/14 Underspend

1.1

Forecast Balance Carried Forward 31st March 2014 13.1

4.2 The Council's capital budget position for Quarter three is as follows:

Item	2013/14 Budget Quarter 2 £m	2013/14 Proposed Budget Quarter 3 £m	Forecast £m	Variance £m
Adult Social Services	1.9	0.1	0.1	0
Children & Young People	0.9	0.9	0.9	0
Environment & Neighbourhoods	12.3	13.6	13.5	(0.1)
Regeneration & Growth Non Housing	113.2	119.2	119.2	0
Housing – General Fund	10.2	9.8	7.8	(2.0)
Housing - HRA	21.0	22.3	22.3	0
Corporate Services	1.7	1.7	1.4	(0.3)
Total Capital Programme	161.2	167.6	165.2	(2.4)

The Council's quarter three position shows the current forecast to be line with the revised budget. The budget for 2013/14 has increased by £6.4m from £161.2m in quarter two to £167.6m reflecting the application of virements and adjustments included in the appendix to this report, the increase principally results from additional grant and HRA capital receipts. An overspend of £0.5m has been identified within ICT schemes. Action is being taken to reduce the impact of this through limiting these costs. Further details of the budgets are included in the same appendix.

5.0 Financial implications

These are set out in the attached Performance and Finance Review quarter 3 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

This page is intentionally left blank



Brent

**Performance & Finance
Review**

Performance Report 2013-14 Quarter 3

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: Assistant Chief Executive 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 indicative 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 Q3	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%	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%	93%		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%	-	46%	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%	-	87%	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	-	1895	2,400		Cumulative. Smaller is better. Measures the number of eligible fair access to care service screenings.
ASS Local	Domiciliary care Customer numbers	1,184	-	1,265	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	-	245	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	-	974	960		Latest. Smaller is better. Gives a snapshot of social care clients in nursing and residential care in the borough.

CHILDREN & FAMILIES

Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q3	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	-	-	47	50		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	12		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	-	-	2	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%	65.7%	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%	-	11%	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	-	128	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	-	87	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 Q3	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	-	406	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	-	-	88	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 & NEIGHBOURHOOD

Reference	Performance Indicator	2012-13 End of year	LAPS Bench mark 2012-13 Q3	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
EN LIB07	Number of library visits per 1000 population	4,814	4,842	3,680	3,850		Cumulative. Bigger is better. Measures the number of visits to Brent libraries.
EN LIB08	Active library users (as a % of population)	20.3%	-	20.2	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	-	183,096	168,860		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	-	1,047,326	985,445		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	-	2,134	2,642		Cumulative. Smaller is better. Measures the number of residential and non – residential burglaries
EN CST	Total number of incidents of robbery	1,370	-	893	1,143		Cumulative. Smaller is better. Measures the number of personal and business robberies
EN CST	Total number of incidents of violence with injury	2,294	-	1,725	1,636		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%	10.8%	32%	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%	35.9%	42.1%	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	457	400	369.5	267		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 Q3	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
EN NI 195a	Percentage of Streets Below Standard for Litter	12.5%	-	7.5%	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	-	50,576	41,624		Smaller is better. Measures the volume of waste sent to landfill sites.
EN EP SS 03	Number of small reported flytips	2,203	-	1,532	1,695		Latest. Smaller is better. Measures the number of small fly tipping incidents reported
EN EP SS 04	Number of large reported flytips	4,591	-	3,635	3,225		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	-	7,539	3,000		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	-	561	300		Latest. Bigger is better. Measures the number of enforcement actions taken relating to fly tipping incidents
EN NI 184	Food premises broadly compliant	84%	-	81.6%	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 Q3	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%	59.5%	71.43%	60%		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%	68.6%	55.92%	65%		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%	80.3%	68.67%	80%		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%	-	-	Indicative 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%	-	-	Indicative only		Measures the percentage of eligible age residents who are currently employed.
R&G HE 15	Proportion of residents with no qualifications	1.9%	-	-	Indicative 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%	-	97.85%	95.00%		Bigger is better. Measures the efficiency of the Housing Repairs system.
R&G NI154	Net additional homes provided	1,065	696.3	-	-		Reported Annually. Bigger is better. Measures the number of annual additional homes provided.
R&G HE 36 (NI156)	Number of households living in Temporary Accommodation.	3,249	1,206.6	3,293	3,600		Cumulative. Smaller is better. Measures the number of households in temporary accommodation provided under Homelessness legislation.
R&G FIN RB 14 (BV009D)	Council Tax collection rates.	95.9%	86%	82.77%	82.73%		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 Q3	2013-14 Year to date	2013-14 Current YTD Target	Alert	Definition
R&G FIN RB 12	Time taken to process all new Benefit claims.	8.47	-	9.79	8.50		Measures the average number of days taken to process all new Housing Benefit claims and change events.

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	Indicative 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	Indicative 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).		-	124	Indicative 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)		-	11	Indicative 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).		-	2	Indicative 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	Indicative 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).		-	82	Indicative 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)		-	3	Indicative 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).		-	85	Indicative 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)		-	2	Indicative 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).		-	32	Indicative 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)		-	3	Indicative 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).		-	510	Indicative 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)		-	28	Indicative 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).		-	151	Indicative only	●	Cumulative. Measures the total number of complaints received at Local Resolution stage (stage 1) – Excl. BHP
CMP 02	Total number of complaints escalated to Final Review (stage 2)		-	26	Indicative only	●	Cumulative. Measures the number of Local Resolution (stage 1) complaints escalated to Final Review stage (stage 2) – Excl. BHP

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).		-	352	Indicative 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)		-	15	Indicative 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
Projects in Delivery and Reporting into the OC Programme (9)			
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	
9. Working with Families Phase3	Ben Spinks	Delivery	
Other Projects (not reporting directly into the OC Programme) (1)			
1. Realigning Corporate and Business Support	Christine Gilbert	Awaiting closure	N/a
Planned Projects (at the pre-Delivery stage) (0)			
-	-	-	-
Completed Projects (30)			
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. Review of Employee Benefits	Fiona Ledden	Closed	N/a - closed
13. Civic Centre (including Move to the Civic Centre)	Andy Donald	Closed	N/a - closed
14. Transitions into Adult Life	Alison Elliott	Closed	N/a - closed
15. Services for Young People (Phase 1)	Cathy Tyson	Closed	N/a - closed
16. SEN Review Phase 1	Krutika Pau	Closed	N/a - closed

PROJECT NAME	PROJECT SPONSOR	PROJECT STAGE	RAG STATUS
17. Children's Social Care Transformation	Krutika Pau	Closed	N/a - closed
18. Children with Disabilities	Graham Genoni	Closed	N/a - closed
19. Special Educational Needs (SEN) Review: Phase 2	Sara Williams	Closed	N/a - closed
20. Review of School Improvement Service	Sara Williams	Closed	N/a - closed
21. Waste & Street Cleansing Review	Sue Harper	Closed	N/a - closed
22. Libraries Transformation	Jenny Isaac	Closed	N/a - closed
23. Highways	Jenny Isaac	Closed	N/a - closed
24. Adult Social Care: Customer Journey	Alison Elliott	Closed	N/a - closed
25. Adult Social Care Commissioning	Alison Elliott	Closed	N/a - closed
26. Adult Social Care - Direct Services (Learning Disabilities)	Alison Elliott	Closed	N/a - closed
27. Housing Needs Transformation	Andy Donald	Closed	N/a - closed
28. Developing a Model for Public Health in Brent	Phil Newby	Closed	N/a - closed
29. Working with Families Phase1	Phil Newby	Closed	N/a - closed
30. Working with Families Phase 2	Fiona Ledden	Closed	N/a - closed

PMO Note – Snapshot taken from Feedback from OC Programme Delivery Board – 19/12/13

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	107.9	108.0	0.1		
	Children and Young People	44.2	44.6	45.6	1.0		
	Environment and Neighbourhoods	36.1	36.6	36.5	(0.1)		
	Regeneration & Growth	30.5	37.9	33.7	(4.2)		
	Corporate Services	41.6	34.3	34.3	0		
	Transfer to Reserves	0	0	3.5	3.5		
	Total	261.4	261.3	261.6	0.3		
Central Items							
	Capital Financing and Other Charges	25.0	25.2	25.2	0		
	Levies	3.4	3.4	3.3	(0.1)		
	Premature Retirement Compensation	5.2	5.2	5.2	0		
	Insurance Fund	1.5	2.5	2.5	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	2.4	2.4	0		
	Government Grants	(22.9)	(22.9)	(24.3)	(1.4)		
	Other Items	1.5	1.1	1.1	0		
	Total central items	23.1	23.2	21.8	(1.4)		
	Movement in Reserves	(0.2)	(0.2)	(0.2)	0		
	Contribution to/(from) balances	0	0	1.1	1.1		
	Total Budget Requirement	284.3	284.3	284.3	0		
	Balances Carried Forward 1 st April 2013	12.0	12.0	12.0	0		
	Contribution from balances	0	0	1.1	1.1		
	Total Balances for 31st March 2014	12.0	12.0	13.1	1.1		

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
Welfare Payments	15.1	15.4	15.4	0	
Social Care					
Transitions	6.8	6.2	6.2	0	
Adults with Learning Disabilities	15.2	15.4	15.7	0.3	
Adults with Physical Disabilities	7.2	6.5	6.3	(0.2)	
Adults with Mental Illness	6.9	6.9	7.2	0.3	
Older People	21.4	22.5	22.5	0	
Support Planning	2.8	2.8	2.8	0	
Reablement	2.6	2.6	2.6	0	
Direct Services	5.5	5.5	5.4	(0.1)	
Client Affairs & Safeguarding	1.2	1.4	1.4	0	
Grants	1.3	1.1	1.0	(0.1)	
Public Health	0.0	16.7	16.7	0	
Total Social Care	70.9	103.0	104.0	0.2	
Directorate	4.9	4.9	4.8	(0.1)	
Total	90.9	107.9	108.0	0.1	

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	0	(1.8)	
Total	0.4	1.9	0.1	(1.8)	

Key Financial Risks

Adult Social Services Revenue

The quarter3 forecast is for an overspend of £0.1m this is a reduction of £0.2m from the quarter 2 overspend of £0.3m. The main factor is the £0.3m overspend within Mental Health Residential Care and supported living costs. An efficiency programme has been initiated to mitigate the pressure and this is being monitored with the help of CNWL colleagues on a monthly basis and to date £0.4m of efficiency savings have been identified. There are also pressures the on the budget for supported living placements in Adults with Learning Disabilities.

Adult Social Services Capital

All schemes are forecast to be within budget. £1.8m of supported living through extra care is planned to be re-phased from 2013-14 to 2014-15.

CHILDREN & YOUNG PEOPLE

Budget: GENERAL FUND

Children and Young People

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	52.5	53.5	1.0	
Social Care	35.4	32.6	32.6	0	
Central Support & Other	1.4	3.6	3.6	0	
Schools and Dedicated School Grants	(34.2)	(44.1)	(44.1)	0	
Total	50.2	44.6	45.6	1.0	

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	
Total	0.4	0.9	0.9	0	

Key Financial Risks

Children and Young People Revenue

Children & Young People is forecasting an overspend of £1.0m for quarter 2 an increase of £0.3m from £0.7m 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 a new eligibility policy where it is projected savings will start to fall out over the coming months. The effect of the savings will impact in 2014/15.

Schools Budget

The schools budget is now forecasting an underspend of £0.2m, compared to an overspend of £0.7m for quarter 2. The main pressures on this budget are the redundancy costs resulting from the recovery plan at Copland School and continued demand on the Pupil Parent Services mainly due to a £1m overspend on pupils without places. The position on the schools budget is now clearer and it has now been possible to release monies from the schools budget contingency which accounts for the movement between quarters.

Children and Young People Capital

No overspend is forecast on Children and Young People's Capital.

ENVIRONMENT AND NEIGHBOURHOODS

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	0.9	0.9	0	
Neighbourhood Services	8.8	2.5	2.6	0.1	
Environment & Protection	24.9	32.2	32.1	(0.1)	
Other Services	0.0	1.0	0.9	(0.1)	
Total	34.5	36.6	36.5	(0.1)	

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	5.8	1.3	
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	0.0	(0.1)	
Total Environment & Neighbourhoods Capital Programme	13.9	12.3	13.5	1.2	

Key Financial Risks

Environment and Neighbourhoods Revenue

Environment and neighbourhoods is forecasting in quarter 3 an improvement of £0.1m on the breakeven position reported in quarter 2. The main factor in this is the underspend on the Registration and Nationality Service due to the overachievement of income targets. There remains a pressure on the parking area with the introduction of the new parking contract in July which has seen under performance on the on-street enforcement. To mitigate the current overspend of £0.3m in this area officers are working on various efficiency and income generation strategies to reduce this overspend. This overspend is currently offset by underspends in Transport Services, Sports and Business and Consumer Protection.

Environment and Neighbourhoods Capital

All schemes are forecast to be within budget. Transportation has been awarded an extra £1.3m by Transport for London. The libraries scheme is only expected to spend £5k of their £0.1m budget.

REGENERATION & GROWTH

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	0.0	1.1	1.1	0	
Civic Centre & Major Projects	1.8	0	0	0	
Customer Services	0.0	7.7	7.6	(0.1)	
Housing	18.4	19.5	15.4	(4.1)	
Total Regeneration & Growth	30.8	37.9	33.7	(4.2)	

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	5.9	(2.0)	
Housing: Individual schemes	0.4	2.3	1.9	(0.4)	
Total Housing Capital Programme	5.2	10.2	7.8	(2.4)	
Total Housing Revenue Account Capital Programme	10.9	21.0	22.3	1.3	

Budget: CAPITAL					
Regeneration & Growth	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	75.7	3.9	
Property	0	2.3	2.7	0.4	

Strategy, Partnership and Improvement	16.6	24.6	26.3		1.7	
S106 & CIL Works	2.5	5.5	5.5		0	
Total Regeneration & Growth Capital Programme	104.1	113.2	119.2		6.0	

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)	(54.9)	(53.7)	1.2	
Expenditure	53.6	56.5	55.8	(0.7)	
Total	(0.3)	1.6	2.1	0.5	
Balances Brought Forward	(2.3)	(2.0)	(2.6)	(0.6)	
Surplus Carried Forward	(2.6)	(0.4)	(0.5)	(0.1)	

Key Financial Risks
<u>Regeneration and Growth Revenue</u> Regeneration and Growth is forecasting an underspend of £4.2m in quarter3 an improvement of £2.5m from the quarter 2 underspend of £1.7m. The improvement is due to a £2m improvement on the temporary accommodation budget and a further £0.4m of savings following a review of the supporting people contracts and £0.1m underspend on Customer Services. 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. 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. 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. In addition the use of Discretionary Housing Payments (DHP) to support families where a commitment has been made to join the 20 week PSA scheme has meant that less expenditure has been committed on moving families to lower cost accommodation outside of Brent. The forecast for the Temporary Accommodation Budget for 2013-14 has been reduced by the £3.5m to reflect this. It is

Key Financial Risks

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.

Housing Revenue Account (HRA) Revenue

The HRA budget is forecast to deliver a slightly higher carry forward than budgeted 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 £0.1m from Affinity Waters, £0.1m from the recovery of transactional costs associated with right to buy sales with the additional £0.2m from other HRA operational budgets. The £0.5m 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 Growth Capital

Children & Families programme forecast has increased by £3.9m to reflect receipt of additional targeted Basic Need funding. There is currently a review of the Section 106 programme, so far this has resulted in the identification of a £1.3m to landscaping programme within Strategy, Partnership and Improvement. The landscaping programme is mostly funded by section 106. Other changes in Strategy, Partnership and Improvement are £0.1m for the Pop Down Square project, and £0.3m to include the element of the Willesden Green Library Development funded by capital receipt. These changes are funded within the council's existing budget. All other programmes are forecast to remain within their current budget.

Housing General Fund Capital

It is estimated that £2.0m of the PSRSG & DFG programme will not be spent in 2013-14. Additional affordable housing monies will be spent in 2014-15 within the HRA. The Barham programme is forecast to underspend by £480k on the current capital programme, and there is expected to be an additional £750k of spending funded by Notting Hill housing association.

Housing Revenue Account (HRA) Capital

All schemes are forecast to be within budget. An additional £1.3m of spend is expected on affordable housing funded by capital receipts.

CORPORATE 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	10.2	0.1	
Finance & Corporate Services	20.4	15.7	15.9	0.2	
Strategy, Partnerships and Improvement	5.0	5.0	4.7	(0.3)	
Total	34.9	34.3	34.3	0	

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	0.0	(0.8)	
Total Corporate Capital Programme	4.1	1.7	1.4	(0.3)	

Key Financial Risks

Corporate Services Revenue

There is currently a breakeven forecast for corporate services. The main issues include:

- Higher than anticipated printing volumes following the move to the Civic Centre resulting pressures on the IT budget, loss of income within payroll following the decision to cease providing payroll services for schools and higher legal activity on behalf of departments.
-

Corporate Services Capital

An overspend of £0.5m has been identified within ICT schemes. Action is being taken to reduce the impact of this through limiting these costs. No spend is expected within the central items programmes this year.

BUDGET VIREMENTS

Revenue Virement Schedule 2013/14 – Quarter 3

	Adult Social Services £000,	Children & Young People £000,	Environment & Neighbourhoods £000,	Regeneration & Growth £000,	Corporate Services £000,	Central Items £000,	Total £000,
Community Safety			918		(918)		
Registration & Nationality Service			74		(74)		
Customer Services				7,656	(7,656)		
Gwenneth Rickus Property Budget		(284)				284	
Short Break Centre Property Budget		(70)		70			
Civic Centre Costs				(616)		616	
Audit Fees – Customer Services				(30)		30	
Total	0	(354)	992	7,080	(8,648)	930	0

1. The transfers of Community Safety, Registration & Nationality Service and Customer Services reflect the organisational changes in the Authority.
2. The transfer of costs for Gwenneth Rickus is part of the Civic Centre transfers.
3. The transfer of the property costs of the Short Break Centre reflect a change in responsibility for the retained estate
4. The transfer of Civic Centre costs reflect the movement of capital financing charges.
5. Audit fees are being centralised to reduce the number of internal recharges.

Capital Virement, Re-phasing and Adjustment Schedule 2013/14

Service Area	Unit	Programme	Change in budget (£000s)
Adult Social Services (1)	Adults: Individual schemes	Supported Living to Extra Care	(1,804)
Regeneration and Growth (2)	Major Projects	Pop Down Square	100
Regeneration and Growth (3)	Housing	Additional Affordable Housing	(640)
Regeneration and Growth (4)	Major Projects	Willesden Green Library Development	300
Regeneration and Growth (5)	Property	Asset Management Plan	555
Regeneration and Growth (5)	Property	Project Management	(555)
Regeneration and Growth (6)	School Scheme	Contingency for final accounts	(167)
Regeneration and Growth (6)	School Scheme	Expansion of Secondary/Primary School Places	167

Regeneration and Growth (7)	School Scheme	Expansion of Secondary/Primary School Places	3,867
Regeneration and Growth (8)	School Scheme	Expansion of Secondary/Primary School Places	163
Regeneration and Growth (8)	School Scheme	Schools Asset Management Plan	(163)
Regeneration and Growth (9)	Major Projects	Landscaping Programme	1,337
Regeneration and Growth (10)	Property	Enfranchisement	424
Regeneration and Growth (11)	HRA	Additional Affordable Housing	1,335
Regeneration and Growth (12)	Housing	Barham Park Regeneration	(537)
Regeneration and Growth (13)	Housing	Barham Park Regeneration	750
Environment and Neighbourhoods (14)	Transportation	Transport for London Funded Schemes	1,267
Total			6,399

Notes

1. Re-phasing of Supported Living to Extra Care to 2014-15 from 2013-14 as part of the 2014-15 budget setting process
2. Pop Down Square project is forecast to spend £100k in 2013-14 funded by a revenue contribution
3. Additional Affordable Housing has been re-phased to 2014-15 as part of the 2014-15 budget setting process
4. Willesden Green Library Development will utilise £300k of capital receipts to cover the council's costs
5. The Asset Management Plan and Project Management budget lines have been merged with a common name of Asset Management Plan to reflect that they are managed by the same team and used for similar purposes
6. The Contingency for final accounts is planned to be used to fund Expansion of Secondary/Primary School Places
7. £3,867k of additional Targeted Basic Need funding has been allocated to Expansion of Secondary/Primary School Places
8. £163k Schools Asset Management Plan is planned to be used to fund Expansion of Secondary/Primary School Places
9. The Landscaping Programme is being recognised within the capital programme as part of the review of section 106 funded schemes.
10. £424k of capital receipt has been received for the enfranchisement scheme
11. £1,335k of capital receipts has been included in the HRA capital programme to fund additional affordable housing
12. Barham Park Regeneration has been reduced by £537k to reflect a reduction in the expected spend on the current capital programme
13. Barham Park Regeneration has been increased by £750k to reflect to probable additional CPOS to be funded by Notting Hill Housing Association
14. £1,267k of additional Transport for London funding is to be received.

 Brent	Executive 24 March 2014 Report from the Assistant Chief Executive
Wards Affected: ALL	
Task Group Report on Tackling Violence against Women and Girls in Brent	

1.0 Summary

- 1.1 Members of the Health Partnership Overview and Scrutiny Committee (HPOVS) on a number of occasions, expressed an interest in forming a task group to tackle violence against women and girls in Brent; focusing on Female Genital Mutilation (FGM), Honour Based Violence (HBV) and Forced Marriages (FM).

The task group was agreed by HPOVS in March 2013 and has used this time to conduct an in-depth review into harmful practices. The task group report is attached as appendix A. The findings of the task group's review is wide reaching, effects many pubic services and has a direct impact on the lives of women, children and young people.

2.0 Recommendations

- 2.1 The Executive consider the contents of the report;
- 2.2 The Executive tasks officer to consider the individual findings of this important report and bring forward appropriate recommendations on their implementation by the end of June 2014. Responsibility for co-ordinating and monitoring the council's response to the task group's findings will be with the Assistant Chief Executive's Service.

3.0 Detail

The task group's key findings are as follows:

3.1 **The scale and nature of Harmful Practices in Brent**

The task group wanted to establish the prevalence of harmful practices in Brent. We found that there was very little data held and the data that was held by the organisations we contacted was not shared between partners. We met with a number of community groups to gather anecdotal evidence based on their experiences and talked to national and local charities with expertise in this area. While we can't be certain about the extent of these practices within Brent we believe that they are significant enough to recommend that a mapping exercise is undertaken to establish the number of women and girls at risk and that this work should be coordinated with partners and specialist charities.

3.2 **Awareness, Knowledge and Criminality**

The task group believes that there is a worrying lack of knowledge and understanding in Brent about harmful practices, the impact they have and the legislation relating to them. All of the women's groups we met with agreed that raising awareness within affected communities was key to tackling harmful practices. The task group recognises the important role that schools have in raising awareness and safeguarding. We undertook some research with school governors and whilst 64% of our respondents were aware of all three offences, only 21% said that they were covered as part of existing safeguarding training.

The task group has therefore made recommendations focussed on community engagement, awareness raising, obtaining resources, involvement in local and national media campaigns and highlighting harmful practices as criminal offences.

3.3 **Partnership working including referral processes and pathways**

The task group found that while there are many organisations currently working with women and girls affected by harmful practices, there was frequently a lack of coordination between partners and a lack of clarity about referral pathways. This contributed to the negative experience of many of the women we talked to. The task group is therefore recommending that a harmful practices strategy is developed within the wider Violence against Women and Girls Strategy which will provide a clear framework for partners to work within. We also recommend that all key staff from relevant agencies undertake training to ensure a better understanding of the issues, identification of those at risk and establishing referral pathways.

3.4 **Services and accessing available funding**

It is clear that for better more coordinated services to be available voluntary and statutory agencies need to work together. This will not only enable organisations within Brent to pursue all avenues of available funding but ensure that services that are commissioned will have a real and lasting impact.

3.5 Task Group Recommendations

- 1. That tackling harmful practices becomes a high partnership priority within Brent and that a clear partnership strategy is developed within the context of the wider Violence against Women and Girls Strategy. The harmful practices strategy should include:**
 - 1.1. Developing services to protect women and girls at risk**
 - 1.2. Developing services to support women and girls subjected to harmful practices**
 - 1.3. Robust recording and better quality of data and sharing of data from all partners**
 - 1.4. Clear and consistent guidance for reporting risk, pathways for referrals and services**
 - 1.5. Provide clear guidance to all key staff and the public on how to report a crime against a women affected by these issues.**
 - 1.6. A single point of contact is established for those affected**
 - 1.7. The adoption of good practice from elsewhere, health service, local authorities, voluntary sector organisations and educational institutions.**
- 2. That work in relation to the implementation of the Harmful Practices Strategy is the responsibility of:**
 - The Children’s Safeguarding Board**
 - The Health and Wellbeing Board**
 - Safer Brent Partnership**
 - The Assistant Chief Executive Department will take the overall lead responsibility**
- 3. That mapping of practising communities is undertaken to establish the number of women and girls at risk and should be undertaken as part of the Safer Brent strategic assessment process. This work should be completed using tested methodologies, such as those used by Forward and in coordination with Brent’s partners and specialist charities such as Forward, the Asian Women’s Resource Centre, the Jan Trust and the Iranian and Kurdish Women’s Rights Organisation (IKWRO).**
- 4. That a programme of community engagement about violence against women focussing on harmful practices is developed which ensures that**

members of affected communities play a lead role. Awareness raising events should be aimed at all sections of the local community, partners, relevant staff and Council Members.

5. That awareness raising resources, leaflets and posters are clearly displayed in medical and educational establishments particularly GP surgeries, clinics. Hospitals, schools and colleges. These should include a single point of contact for those affected by harmful practices.
6. That Brent Council and its partners work with local and national media, including community radio and television stations, to raise awareness and educate the public on harmful practices and the negative effect it has on women and girls in our society.
7. That a programme of training is developed for all key staff from all relevant agencies who are likely to have contact with affected women and girls that will ensure a better understanding of the issues, identification of those at risk and referral pathways. Funding is available to the voluntary sector to assist Brent in delivering this training programme.
8. That all awareness raising and training activities highlight the changes in the law which make these harmful practices criminal offences.
9. That joint working is undertaken with schools to ensure that all head teachers, school governors and those responsible for safeguarding receive training and that all year seven children receive information as part of Personal Social and Health Education (PSHE).
10. That Brent Council in conjunction with its partners, particularly Council for Voluntary Services (CVS) Brent, pursue all avenues for available funding and support specialist charities and local voluntary organisations to bid for money from government agencies such as the Forced Marriage unit and the European Union fund.
11. That Brent Council along with its partners annually take part in the International UN sponsored awareness day that takes place 6th February each year. Zero Tolerance of Female Genital Mutilation day is set up to make the world aware of Female Genital Mutilation and to promote its eradication.
12. That Brent Clinical Commissioning Group (CCG) should commission services for women and girls affected by the harmful practices of Female Genital Mutilation, Honour Based Violence and Forced Marriages.

4.0 Financial Implications

4.1 None

5.0 Legal Implications

5.1 None

6.0 Diversity Implications

6.1 None

7.0 Staffing/Accommodation Implications (if appropriate)

7.1 None

Background Papers

Task Group Report – Tackling Violence against Women and Girls in Brent

Contact Officers

Kisi Smith-Charlemagne
Scrutiny Officer

BEN SPINKS
Assistant Chief Executive

This page is intentionally left blank



Tacking Violence against Women & Girls in Brent

An Overview & Scrutiny Task Group Report

March 2014

Membership

Councillor Ann John (OBE) Chair
Councillor Patricia Harrison
Councillor Ann Hunter
Councillor Sandra Kabir

Index

1. Chair's Foreword.....	1
2. Executive Summary.....	2
3. Recommendations.....	3
4. Introduction – Scope of the task group.....	5
5. Task Group Membership.....	6
6. Methodology.....	7
7. Policy Context	
• Local.....	9
• London, National & International.....	9
8. Key Findings	
8.1 The scale, nature of Harmful Practices in Brent.....	11
• Female Genital Mutilation.....	11
• Honour Based Violence	12
• Forced Marriage.....	12
8.2 Awareness, knowledge and criminality.....	15
8.3 Partnership working including referral and pathway processes.....	20
8.4 Services and accessing available funding.....	23
9. Conclusion.....	26
10. List of, Stakeholders References and Appendix.....	27

1. Chair's Foreword

The United Nations describes violence against women and girls across the world as a global epidemic. Gender inequality gives rise to many traditional and cultural harmful practices. These include Female Genital Mutilation (FGM), Forced Marriage (FM) and Honour Based Violence (HBV) which are all closely connected along with Domestic Violence. The task group examined all three of these harmful practices and how they impact on women and girls in the London Borough of Brent

The task group's work has been conducted at a time when greater media coverage is shining a long overdue light on these horrifying harmful practices. We have been particularly impressed with the very effective and continuing campaign against FGM conducted by the Evening Standard. We are also aware that there has been an increasing and extensive coverage of these issues on television and radio through specialist investigative and current affairs programmes and the national news networks. As these practices are so hidden and little discussed this is a very welcome development. The Forced Marriage Unit and the FGM helpline set up by the government and the commitment to end FGM within a generation is vital in ending these practices. There are also a number of Parliamentary Select Committees working on different aspects of these issues.

This coverage gives confidence to all those brave women who speak out and the expert organisations that openly campaign against these harmful practices. During our research we met with a large number of truly inspiring women who have, in many cases, harrowing stories to tell. We recognise that it is these women who will play the biggest role in bringing about change within communities affected by these issues, but they need our support.

We are well aware that this report is only one small but important contribution to the huge effort required to tackle violence against women and girls in all its forms. We urge the council and all partners to ensure that the recommendations contained in this report are implemented in full. The individual members of the task group are passionate about these issues and will continue to campaign on them at every possible opportunity.

First of all I would like to thank all of the organisations and individuals who we have met with or visited. They have all made a massive contribution to the work of this task group and the formulation of our recommendations.

I would like to thank my task group colleague Councillors and Officers Councillor Sandra Kabir, Councillor Pat Harrison, Councillor Ann Hunter, Kisi Smith-Charlemagne, Jacqueline Casson and Mala Maru. Their commitment, knowledge and diligence have ensured the success of this piece of work and I am grateful for their support throughout what at times has been an emotional experience.

2. Executive Summary

Violence against women is an illegal, intolerable act and is a human rights violation. It is fundamentally wrong, impacts on the health and wellbeing of women and has wider effects in preventing them from fully contributing to society. It impacts on the wider society through lack of economic development, cost to public services, Health, Social and Police and a lack of societal well being. It is both a barrier to equality and a result of inequality. Female Genital Mutilation Honour Base Violence and Forced Marriages are all illegal and harmful and can never be justified in the name of freedom of religion or belief.

Brent is recognised as one of the most ethnically diverse population in the country and a significant proportion of these communities have religious and cultural ties to areas of the world where the harmful practices of Female Genital Mutilation, Honour Base Violence and Forced Marriages are prevalent. All of these offences are considerably under reported nationally and locally. The task group believes that it is imperative that the council and our partners raise awareness, provide advice and support our communities, and prosecute those who participate in these illegal harmful practices.

The task group's key findings are as follows:

The scale and nature of Harmful Practices in Brent

The task group wanted to establish the prevalence of harmful practices in Brent. We found that there was very little data held and the data that was held by the organisations we contacted was not shared between partners. We met with a number of community groups to gather anecdotal evidence based on their experiences and talked to national and local charities with expertise in this area. While we can't be certain about the extent of these practices within Brent we believe that they are significant enough to recommend that a mapping exercise is undertaken to establish the number of women and girls at risk and that this work should be coordinated with partners and specialist charities.

Awareness, Knowledge and Criminality

The task group believes that there is a worrying lack of knowledge and understanding in Brent about harmful practices, the impact they have and the legislation relating to them. All of the women's groups we met with agreed that raising awareness within affected communities was key to tackling harmful practices. The task group recognises the important role that schools have in raising awareness and safeguarding. We undertook some research with school governors and whilst 64% of our respondents were aware of all three offences, only 21% said that they were covered as part of existing safeguarding training.

The task group has therefore made recommendations focussed on community engagement, awareness raising, obtaining resources, involvement in local and national media campaigns and highlighting harmful practices as criminal offences.

Partnership working including referral processes and pathways

The task group found that while there are many organisations currently working with women and girls affected by harmful practices, there was frequently a lack of coordination between partners and a lack of clarity about referral pathways. This contributed to the negative experience of many of the women we talked to. The task group is therefore recommending

that a harmful practices strategy is developed within the wider Violence against Women and Girls Strategy which will provide a clear framework for partners to work within. We also recommend that all key staff from relevant agencies undertake training to ensure a better understanding of the issues, identification of those at risk and establishing referral pathways.

Services and accessing available funding

It is clear that for better more coordinated services to be available voluntary and statutory agencies need to work together. This will not only enable organisations within Brent to pursue all avenues of available funding but ensure that services that are commissioned will have a real and lasting impact.

3. Recommendations

- 1. That tackling harmful practices becomes a high partnership priority within Brent and that a clear partnership strategy is developed within the context of the wider Violence against Women and Girls Strategy. The harmful practices strategy should include:**

- 1.1. Developing services to protect women and girls at risk**
- 1.2. Developing services to support women and girls subjected to harmful practices**
- 1.3. Robust recording and better quality of data and sharing of data from all partners**
- 1.4. Clear and consistent guidance for reporting risk, pathways for referrals and services**
- 1.5. Provide clear guidance to all key staff and the public on how to report a crime against a women affected by these issues.**
- 1.6. A single point of contact is established for those affected**
- 1.7. The adoption of good practice from elsewhere, health service, local authorities, voluntary sector organisations and educational institutions.**

- 2. That work in relation to the implementation of the Harmful Practices Strategy is the responsibility of:**

- The Children's Safeguarding Board**
- The Health and Wellbeing Board**
- Safer Brent Partnership**
- The Assistant Chief Executive Department will take the overall lead responsibility**

3. That mapping of practising communities is undertaken to establish the number of women and girls at risk and should be undertaken as part of the Safer Brent strategic assessment process. This work should be completed using tested methodologies, such as those used by Forward and in coordination with Brent's partners and specialist charities such as Forward, the Asian Women's Resource Centre, the Jan Trust and the Iranian and Kurdish Women's Rights Organisation (IKWRO).
4. That a programme of community engagement about violence against women focussing on harmful practices is developed which ensures that members of affected communities play a lead role. Awareness raising events should be aimed at all sections of the local community, partners, relevant staff and Council Members.
5. That awareness raising resources, leaflets and posters are clearly displayed in medical and educational establishments particularly GP surgeries, clinics. Hospitals, schools and colleges. These should include a single point of contact for those affected by harmful practices.
6. That Brent Council and its partners work with local and national media, including community radio and television stations, to raise awareness and educate the public on harmful practices and the negative effect it has on women and girls in our society.
7. That a programme of training is developed for all key staff from all relevant agencies who are likely to have contact with affected women and girls that will ensure a better understanding of the issues, identification of those at risk and referral pathways. Funding is available to the voluntary sector to assist Brent in delivering this training programme.
8. That all awareness raising and training activities highlight the changes in the law which make these harmful practices criminal offences.
9. That joint working is undertaken with schools to ensure that all head teachers, school governors and those responsible for safeguarding receive training and that all year seven children receive information as part of Personal Social and Health Education (PSHE).
10. That Brent Council in conjunction with its partners, particularly Council for Voluntary Services (CVS) Brent, pursue all avenues for available funding and support specialist charities and local voluntary organisations to bid for money from government agencies such as the Forced Marriage unit and the European Union fund.
11. That Brent Council along with its partners annually take part in the International UN sponsored awareness day that takes place 6th February each year. Zero Tolerance of Female Genital Mutilation day is set up to make the world aware of Female Genital Mutilation and to promote its eradication.

12. That Brent Clinical Commissioning Group (CCG) should commission services for women and girls affected by the harmful practices of Female Genital Mutilation, Honour Based Violence and Forced Marriages.

***Please note that the order of recommendations throughout the body of the report appear in order of importance and not necessarily in the order listed above.**

4. Introduction – Scope of the task groups work

This task group was set up by the Health Partnerships Overview and Scrutiny Committee to investigate ways of tackling the prevalence and impact of Female Genital Mutilation, Honour Based Violence and Forced Marriages.

Female Genital Mutilation and Honour Based Violence are criminal offences which carry jail sentences. In June 2012 the Prime Minister announced that forcing someone to marry will become a criminal offence in England and Wales and this was included in the Anti-Social Behaviour, Crime and Policing Bill which is currently going through Parliament. The new law will be accompanied by a range of measures to increase protection and support for victims with a continuing focus on prevention and will come into force later this year.

A new definition of domestic violence was implemented by the Home Office in March 2013. It includes: “Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between intimate partners or family members regardless of gender or sexuality. This can encompass, but is not limited to, the following types of abuse: Psychological, Physical, Sexual, Financial and Emotional”.

The Home office goes on to say that “Controlling behaviour is: a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour. “Coercive behaviour is: an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim”. * This definition of controlling behaviour, which is not a legal definition, includes so called '**honour' based violence, Female Genital Mutilation and Forced Marriage**, and it is clear that victims are not confined to one gender or ethnic group.

Female Genital Mutilation has been deemed an offence by the Human Rights Council of the United Nations since 1985, and made a criminal offence in the UK in the same year. This was amended in 2003 to cover UK nationals taken abroad. However to date no prosecutions have ever been brought in the UK. In November 2012 The Crown Prosecution Service (CPS) announced a new 10 point action plan for improving detection rates and prosecution. This includes:

- Gathering more robust data on allegations – looking at the reporting duties and mechanisms for medical professionals, social care professionals and teachers.
- Identifying what issues have hindered investigations and prosecutions.
- Exploring how other jurisdictions prosecute crime.

- Ensuring that police and prosecutors work together closely from the start of the investigation.

The CPS will also explore whether it is possible to prosecute offences under other legislation. For instance, it may be easier to support a prosecution under section 5 Domestic Violence, Crime and Victims Act (DVCVA) 2004, as amended by DVCVA 2012, which creates an offence of causing or allowing a child or vulnerable adult to die or suffer serious physical harm.

The definitions that the task group worked to are as follows:

Female Genital Mutilation/cutting – involves the complete or partial removal or alteration of external genitalia for non-medical reasons. It is mostly carried out on young girls at some time between infancy and the age of 15; and its extensive harmful health consequences are widely recognised¹.

Honour Based Violence – violence committed to protect or defend the ‘honour’ of a family and/or community. Women, especially young women, are the most common targets, often where they have acted outside community boundaries of perceived acceptable feminine/sexual behaviour. In extreme cases the woman may be killed².

Forced Marriage – One or both people do not (or in cases of people with learning or physical disabilities, cannot) consent to the marriage and pressure or abuse is used. This also includes child marriages as children are below the age to give informed consent. The pressure put on people to marry against their will can be physical (including threats, actual physical violence and sexual violence) or emotional and psychological (for example, when someone is made to feel like they’re bringing shame on their family)³.

The task group’s key findings are focused on:

- 1. The scale and nature of harmful Practices in Brent and Impact of recent legislative changes***
- 2. Awareness, knowledge and criminality***
- 3. Partnership working including referral pathways and processes***
- 4. Services and accessing available funding***

5. Task Group Membership

Councillor Ann John OBE (Chair)
Councillor Patricia Harrison
Councillor Ann Hunter
Councillor Sandra Kabir

¹ The World Health Organisation (WHO)

² The Crown Prosecution Service (CPS)

³ The Forced Marriage Unit (FMU)

6. Methodology

In order to complete the work identified in the scope, and produce a set of recommendations that would start to tackle some of the issues related to the harmful practices of FGM, FM and HBV in Brent, the task group gathered research and evidence from a wide range of sources. This included:

- The Team from FORWARD (Kekeli Kpognon, Maria Aden Naima Ibrahim and Rita Buhandu)
- The Jan Trust (Sana Malik and Sajda Moghul)
- Somali Advice and Information Forum - SAFFI (Rhoda Ibrahim & Yasmin Ali)
- Help Somalia Foundation (Harbi Farah)
- Brent Police/Azure Project (Nicola Butler and Louise Caveen)
- Birmingham City Council (Monika Bindal)
- Bristol City Council (Jude Williams)
- Brent Education Welfare (Stephen McMullan)
- Brent Public Health (Melanie Smith and Imran Choudhury)
- Brent Children's Social Services (Jo Moses)
- Brent Adult Safeguarding (Colin Boughen)
- Brent Local Children Safeguarding Board (Sue Matthews)
- Brent Ward Working (Carol Allen)
- Brent Community Safety (Chris Williams and Mala Maru)
- Northwick Park Hospital/NHS (Florence Acquah & Gloria Rowland)
- Asian Women's Resource Centre (Sarbjit Ganger)
- Iranian and Kurdish Women's Rights Organisation (Nezahat Cihan and Diana Niammi)
- Ashiana Network (Zuleyha Toprak)
- Brent Schools Head (Allyson Moss)

- Brent School Governors (Samira Mohamed)
- Home Office - Forced Marriage Unit & Sexual Violence (Joint Director-Chaz Akoshile)
- Home Office - Sexual Violence Unit (Sean McGarry)
- IMKAAN (Sumanta Roy)
- All Parliamentary Party Group (Baroness Jenny Tonge)
- The World Health Organisation – WHO (Glenn Raymond Thomas)
- BTEG Research (Tebussum Rashid)
- G Light Development & Somalian TV (Amran Mohammed)

Members of the task group also attended:

- Capita Conference on Tackling Forced Marriage and Honour Based Violence
- Jazari Community Centre (Abdi Ahmed) to talk to Somali women about FGM
- London Councils European Funding conference
- Brent FGM awareness training
- Jan Trust Forced Marriage awareness training
- Members Development Training on Harmful Practices - Delivered by FORWARD and the Asians Women's Resource Centre
- Brent White Ribbon Seminar
- A visit to Northwick Park Maternity Unit and Well Woman Clinic
- Brent School Governors Annual Conference
- Brent Children's Safeguarding Board Steering Group on FGM
- Iranian and Kurdish Women's Rights Organisation to talk to survivors of forced marriage.
- The launch of All Party Parliamentary Group's report on forced marriage

The task group formed a professional discussion group which consisted of Individuals from the above named organisations, departments and groups. The task group held two meeting where pre-designed questions (Appendix 1 & 2) were used to lead a round table discussion on

FGM, FM and HBV. Members of the task group also reviewed a great deal of literature and academic research in relation to this subject areas and a list of references is set out at the end of this report. Ultimately though, the task group was keen to ensure that this report focused on Brent and produced locally implementable recommendations.

The task group designed questionnaires which were used to gather information and evidence used to support this report at events attended, these included:

- Members Development Training on Harmful Practices - Delivered by FORWARD and the Asians Women's Resource Centre (Appendix 3)
- Brent School Governors Annual Conference (Appendix 4)

7. Policy Context

Local

Traditionally the main focus of the work that has taken place in Brent in relation to violence against women and girls has been on domestic violence and rape. However since 2010 Female Genital Mutilation, Forced Marriage and Honour Based Violence has been gaining prominence and FGM in particular is now one of the priorities of the Safer Brent Partnership. The council and its partners are aware that these harmful practices are taking place in some areas of the borough. However the very nature of these offences and the fact that they are often dismissed as religious or cultural traditions means that they are not discussed openly, are shrouded in secrecy and there is a fear of speaking out against them and reporting them.

National press, the London Evening Standard, BBC Radio 4, television and social media networks have recently been highlighting issues relating to FGM, Forced Marriage and Honour Based Violence. This has included using cases of women and girls in Brent who have become victims.

The charity FORWARD (Foundation for Women's Health Research and Development), The Asians Women's Resource Centre and Northwick Park's African Well Women's Clinic, have undertaken work in Brent to provide services to women who had been subject to harmful practices. Research conducted by the charity FORWARD in 2007 (Appendix 5), showed that second to LB Southwark, Brent had the next highest number of women with FGM that had given birth to children in England and Wales. ASCENT⁴ also provided statistics in October 2013 (Appendix 6) on the number of domestic and sexual violence calls placed to their help lines. This showed Brent had the 6th highest number of calls placed in London.

London, National & International

In April 2009 the Mayor of London launched *The Way Forward: A call for action to end violence against women* a consultation on proposed set of actions for dealing with all forms of

⁴ Ascent is a project undertaken by the London VAWG Consortium, delivering a range of services for survivors of domestic and sexual violence, under six themes, funded by London Councils.

violence against women in London. This includes the harmful practices of FGM, Forced Marriage and Honour Based Violence. The British government is taking Violence Against Women and Girls very seriously and there is further legislation in the pipeline. Further detailed work is being done by Select Committees.

The existing legislative framework that relates to Tackling Violence against Women and Girls and Harmful Practices includes:

- Prohibition of Female Circumcision Act 1985
- Nationality, Immigration and Asylum Act 2002
- Female Genital Mutilation Act 2003
- Sexual Offences Act 2003
- Asylum and Immigration Act 2004
- Forced Marriage (Civil Protection Act) 2007
- Impending – Forced Marriage (Criminal Act) 2014

There is evidence that nationally awareness about the prevalence and impact of Female Genital Mutilation, Forced Marriage and Honour Based Violence is increasing amongst politicians and policy makers. For instance:

Female Genital Mutilation

In November 2012 the UK government launched a 1 year pilot of the Statement Opposing Female Genital Mutilation. The Statement Opposing FGM, which is currently used in Holland and is known as the 'Health Passport', is pocket-sized and states the law and the potential criminal penalties that can be used against those allowing FGM to happen. In Holland, it is primarily used by families who have migrated to Holland and do not want their children to be subjected to FGM, but still feel compelled by cultural and social norms when visiting family abroad.

The British government has also pledged up to £35m international development aid to help eliminate FGM in a generation. A portion of the new money expected to be around £8m would be spent on research into the best ways of ending the practice. The rest will be used to fund community programmes, with money channelled through the UN programme on FGM, and to support the Home Office in targeting the diaspora, who take children from the UK overseas to be cut.

Forced Marriage

The Anti-social Behaviour Crime and Policing Bill, currently going through Parliament will criminalise both Forced Marriage and breach of a Forced Marriage Protection Order.

Honour Based Violence

The Home Office released its reviewed 2013 action plan *A Call to End Violence against Women and Girls*. The action plan commits to engage with communities who practice 'honour' based violence such as FGM and Forced Marriage to change attitudes and behaviours, with following specific HBV actions:

- Work on the development of guidance and learning programmes for the Police on sexual and domestic violence, including FGM, Forced Marriage, Honour Based Violence and stalking.
- Review the findings from the 'honour' based violence local mapping exercise and identify models of effective practice to share with local areas, particularly those where awareness and activity to tackle forms of Honour Based Violence is low.

In November the London Violence against Women and Girls Consortium sponsored by the Mayor of London launched the Ending Harmful Practices project Women Against Harmful Practices (WAHP). The project which forms part of ASCENT is delivered by a partnership of 8 specialist organisations working across different Black Minority Ethnic and Refugee (BMER) communities in London with women experiencing Female Genital Mutilation, Honour Based Violence, Forced Marriage and other harmful practices. Support includes one to one advice and information on rights, entitlements, intensive casework and advocacy support, therapeutic support groups and counselling. The project also works to raise awareness amongst voluntary and statutory agencies and runs workshops and peer mentoring support for young women.

8. Key Findings and Recommendations

8.1. The scale and nature of Harmful Practices in Brent

The task group were keen to find out about the scale of Female Genital Mutilation, Forced Marriage and Honour Based Violence in Brent. However we soon realised for a variety of reasons, particularly the secrecy and taboos that exist around discussing these issues and the under or incorrect reporting of incidences, there was not an easy way to get this information.

We therefore started at looking at the information that existed nationally and for London. This included:

Violence against women

London has the highest rate of female victimisation in England and Wales.⁵ Compared to the rest of the country, London has the lowest percentage of successful outcomes (measured as convictions of prosecuted cases) for violence against women offences (only 62 per cent were successful last year compared to 72 per cent nationally).⁶

Female Genital Mutilation (FGM)

An estimated 6.3 per cent of pregnancies in inner London⁷ and 4.6 per cent in outer London are to women with FGM⁸. FGM was outlawed in 1985 by the Human Rights Council of the United Nations, and made a criminal offence in the UK in the same year. This was amended in 2003 to cover UK nationals taken abroad. There have been no convictions in the UK compared to 100 in France. FGM is prevalent in 28 African countries as well as in parts of the Middle East and Asia. FORWARD⁹ estimated that over 20,000 girls under the age

⁵ Home Office, 2004-8, British Crime Survey. Analysis of data comparing London rates with overall findings

⁶ Crown Prosecution Service, 2009, Violence against women Crime Report 2008-2009, p.70

⁷ These figures come from the only study in the UK that seeks to estimate prevalence. The research was funded by the Department of Health and undertaken by the Foundation of Women's Health

⁸ Forward, 2007, A Statistical Study to Estimate the Prevalence of Female Genital Mutilation in England and Wales

on 15 are at risk of FGM and 66,000 women in the UK are living with the consequences.

Research was funded from Public Health Brent to the Help Somalia Foundation in September 2013 for a study of the Somalian population in Brent. It shows that there are over five thousand women and children, many of whom have either been cut or are at risk (Appendix 7).

Honour Based Violence (HBV)

Nationally, there are around 12 so-called 'honour' murders a year. The Metropolitan Police recorded 256 incidents linked to 'honour' in the year 2008/09, of which 132 were criminal offences. This is a 60 per cent rise for the year to April 2009. These are the most recent figures available at this time and were collected by a Freedom of information request made by IKWRO. IKWRO have recently produced a report called the "*Postcode Lottery*" which details the UK Police forces failings to correctly recording Honour Based Violence cases (Appendix 8).

Forced Marriage (FM)

January to May 2012¹⁰ - 594 cases where the FMU has given advice or support related to a possible Forced Marriage. 14% of calls involved victims below 15 years old, 87% involved female victims and 13% involved male victims. Countries of Origin: Pakistan (46%), Bangladesh (9.2%), UK (8.7%), India (7.2%), Afghanistan (2.7%), Within the UK the geographical distribution of instances was as follows: London (20.9%), West Midlands (16.7%), South East (10.4%), North West (5.1%), 25 instances involving those with disabilities (23 with learning disabilities, two with physical disabilities and two with both) were brought to the FMU's attention. Seven instances involved victims who identified as lesbian, gay, bisexual, and transgender (LGBT).

Linked to forced marriage, many cultures have a tradition of marrying daughters at a young age. Female children, already malnourished and undervalued, are often married to much older men. In such marriages, females have little power and sense of self-determination. Those who marry early cannot stay in school and often have little motivation or ability to plan their families. Some cultures believe early marriage guarantees a long period of fertility; very young brides may need a smaller dowry. The age of female marriage is slowly rising in most of Africa; but in East Africa and Nigeria, it is dropping as young virgins, considered less likely to be infected with HIV/AIDS are sought as brides. Early marriage is most prevalent in Sub-Saharan Africa and in South Asia. In Bangladesh, 47 percent of women, ages 20 to 24, are married by age 15. In Guatemala, India, and Niger, the rates are 12, 18, and 50%, respectively.

Early marriage and childbearing are closely linked to low educational attainment. In Cameroon, 27% of married women, under age 20, finished seven years of school, compared to 77% of unmarried women. In Guatemala, teenage mothers are five times less likely to finish

¹⁰The Foreign and Commonwealth Office's Forced Marriage Unit (FMU) May 2012

secondary education than women whose first birth occurs later. Early marriage usually results in early childbearing, with severe consequences for the health of young mothers and their babies. Infants born to teenage mothers are up to 80% more likely to die within their first year than are infants born to mothers aged 20 to 29. Maternal mortality rates are twice as high for women aged 15 to 19 as for women aged 20 to 29. The task group supports the discussions in parliament to legislate for a minimum age of 18 years for marriage and does not support marriage at 16 years with parental consent.

Data for Brent

The task group requested data from the following sources about harmful practices in Brent. Not all of the organisations we contacted were able to provide data, please see all responses in Table 1. Table 2 shows the available data held by sources. There is very little data held anywhere on the local prevalence levels of harmful practices in Brent; and the data that has been recorded, has not previously been readily shared between Brent partners. We are still unsure of the extent of FGM, Forced Marriages and Honour Based Violence incidents in Brent and more work needs to be done. The tables below bear out the strong view expressed frequently that these practices are under-reported.

Table 1 – Written responses to request for Harmful Practice Statistics for LB Brent

Source	Response
FORWARD	No specific Brent data, however FORWARD provided a summary of Brent Community reached this year: • 63 women in total were reached through the work of our outreach worker in different community settings and women attending Coffee morning support and all women were given FGM awareness and information • We worked with 5 one to one support cases from the Brent area. Cases involved referral to Acton African Women's Well Clinic, and educational support • 4 men from the Borough of Brent attend FORWARD Men Advisory Committee • Most of Brent clients we have worked with this year are Muslims, Somali; between the ages of 25 to 60. The marital statuses of most clients are either single and/or lone parents.
TAWRC	Please note that we had considerably reduced staff capacity and these figures are based on two members of staff providing services. We have since expanded and we have 4 members of staff providing services.
Northwick Park/Brent NHS	A database has now been in existence since 2009, the data is used for Freedom of information requests and service planning. The FGM status is recorded in the patients Discharge notes so that Health Visitors and GPs are aware. There is currently no formal procedure for reporting this anywhere else. We undertook 10 reversals this year and 97% of the women who visited the clinic were of Somalian origin.
Brent Police	The criteria for flagging is purposefully vague so that even if there

	is only a perception from the officer that this might be happening, then the flag goes in, to ensure the most appropriate unit deal with the case.
Home Office: FMU	It is not of any significance to collect the name of the borough where forced marriage victims live, it makes no difference to the case or action that the FMU would take.
Home Office: SVU	We do not hold this information.
IKWRO	We keep detailed records of our clients and have provided the figures for Brent clients. Further to our 2010 FOI study of HBV cases across England, we are carrying out a similar study and will have new data to report in the spring on 2014.
IMKAAN	We are unable to provide this information for Brent or any borough as we do not hold this information. It is difficult to collect this data as it is often not recoded and goes unreported.
LB Brent	We started capturing data on FGM, forced marriages and honour bases violence in 2013, no data is available prior to that date.

Table 2 - Shows the amount of harmful practices in March 2012 – April 2013

Source	FGM	FM	HBV
Brent Children's Social Services	0	6	3
FORWARD	-	-	-
TAWRC	-	13	80
Northwick Park/Brent NHS	236	-	-
Brent Police	5	11	18
IKWRO	-	8	4

The task group also met with a number of community groups such as the Somali Advice and Forum for Information (SAFFI) and the Jazari community group. The discussion group at SAFFI consisted of 13 women and the discussion group at Jazari Community Centre consisted of 31 women. All of the women that attended these groups said that they had been subjected to one of the three types of FGM. Please see case studies of harmful practices within Brent (Appendix 8).

The task group is concerned that a large majority of organisations and charities are still working from the prevalence figures released by FORWARD in October 2007 and that there is currently no coordinated effort by a central body to collect Brent specific data. While we were conducting the task group work we were pleased to hear that FORWARD have been commissioned to undertake a new prevalence study and that there is to be a report released in 2014.

In April 2013 LB Islington conducted a study;¹¹ the purpose of this study is to establish a more detailed picture of Female Genital Mutilation in Islington. The study adapted the method used by the Foundation for Women's Health, Research and Development (FORWARD; 2007) which used UK census data and national and regional FGM prevalence data to estimate the number

¹¹ Female Genital Mutilation (FGM) in Islington: A Statistical Study

of women and girls in the UK who were likely to have undergone FGM. The Islington study combined FGM prevalence data with language and ethnicity data for Islington to produce a similar estimate (Appendix 9).

We believe that anecdotal evidence points to much higher incidences of these harmful practices happening in Brent. The under reporting and reluctance of partners to share data means that more work needs to be undertaken to map out the true picture of prevalence using similar methodologies as outlined above.

Recommendation 3

- **That mapping of practising communities is undertaken to establish the number of women and girls at risk and should be undertaken as part of the Safer Brent strategic assessment process. This work should be completed using tested methodologies, such as those used by Forward and in coordination with Brent's partners and specialist charities such as Forward, the Asian Women's Resource Centre, the Jan Trust and the Iranian and Kurdish Women's Rights Organisation (IKWRO).**

8.2. Awareness, knowledge and criminality

Prior to the release of FORWARD's data in 2007, the awareness and knowledge of harmful practices in Brent was limited. Individuals and some services who had dealt with incidents of harmful practices had some awareness of the issues, most of which had come from encountering cases on a day to day basis, however they had not received any formal training and guidance. The release of FORWARD's *'Statistical Study to Estimate the Prevalence of Female Genital Mutilation in England and Wales'* in 2007 has provided the platform for those working to eradicate FGM and has highlighted the use of other violent harmful cultural customs. However awareness and knowledge of harmful practices is still not at an adequate enough level to have a significant impact reducing prevalence and improving service provision.

The task group found that there was a serious lack of knowledge within practising communities. Of the women that the task group consulted with, those not born in the UK said that they were unaware of their human rights in regards to FGM and unaware of the physical and mental health complications that it may cause prior to coming here. With Forced Marriages and FGM women were under the impression that it was part of the Qur'an, was Halal and a religious requirement that they could not say no to. The women revealed that various degrees of honour based fear and violence were applied as a form of pressure for them to adhere to their cultural traditions. These women were also unaware of UK laws and criminal charges regarding FGM, Forced Marriages and Honour Based Violence prior to coming here and for a while after arriving.

The women and girls, who were born in the UK, had a better awareness and knowledge about their human rights, UK laws and how/or where to seek help if they are at risk. However these stronger more empowered young women or girls often became the victim of Honour Based Violence, as they are seen as too westernised, too unruly and could not be easily controlled so ultimately may bring shame on their family. Iranian and Kurdish Women's Rights Organisation (IKWRO) and the Jan Trust told us that it was important that professionals

supporting these young women are fully trained and can identify the warning signs, are aware of the correct procedures of engagement and do not put their lives at risk by trying to mediate with parents or family members. FMU guidance states that NO MEDIATION should take place, ONE CHANCE or these young women face abduction, violence and often death. Untrained and poorly trained professionals are putting the lives of these young women at risk. We believe that more support needs to be provided to girls and women who are brave enough to challenge cultural and religious norms.

Prior to starting this review members of the task group had varying degrees of knowledge about harmful practices. The task group wanted to assess the knowledge of other councillors and school governors. Members of the task group proposed the following a strongly worded motion to Council.

- This Council commends the work of the members' task group on Tackling Violence against Women and Girls in Brent. This task group is committed to ending harmful practices by raising public awareness of issues such as Female Genital Mutilation Forced Marriages and Honour Based Violence. These practices, and all instances of violence against women, constitute illegal, intolerable acts and human rights violations.
- This Council notes the positive influence members can wield within communities by encouraging individuals and groups to speak out against harmful practices, which impact on the wellbeing of women and girls in Brent. To ensure that members are fully informed on all these harmful practices and how to deal with them effectively, there will be a member development event held on Thursday 21 November 2013. Sessions will be led by the expert organisations FORWARD and the Asian Women's Resource Centre.
- Members also note the work of the White Ribbon Campaign day- a charitable organisation started by men which seeks to end violence against women. Members whole-heartedly support this cause and will sign the White Ribbon pledge to affirm that they will never condone or remain silent about violent acts against women. A Brent Council event marking White Ribbon Day – the internationally recognised day for the Elimination of Violence Against Women – will be held in the Civic Centre on November 25.
- We call on all members to unite in the fight against these harmful practices, and resolve to end all practices which cause physical or emotional distress to women and girls in Brent within the 5-year target set by the Government earlier this year.

This was passed unanimously. The Member Development training session, delivered by FORWARD and the Asian Women's Resource Centre, on harmful practices was well attended by councillors.

We recognised early in our work the importance of engaging with schools and those who make decisions about teachers and student training. The charities we talked to had informed us that it was quite difficult to get their training programmes into schools. We decided that it would be beneficial to talk to school governors at the Annual Brent School Governors Conference to find out their views. A questionnaire was circulated to all governors who attended the conference and 34 Governors responded. A summary of the responses is as follows:

Q1: Awareness of the offences FGM, FM and HBV

- 64% of school governors are aware of all three offences and
- 70% were aware of at least one or more of the offences.

Q2: Are any of the above covered in your safeguarding training?

- Only 21% said the above offences were covered by existing safeguarding training.
- 36% said they didn't know or were unsure if the topics were covered by existing safeguarding training.

Q3: Are Personal Social Health and Education (PSHE) lessons in school's curriculum?

- 70% of schools governors said that PSHE lessons form part of the school's curriculum.

Q4: If yes, would you like to see these topics included in the PSHE lessons?

- 61% would like to see these topics included in PSHE lessons (but age-appropriate).

Q5: How do you ensure pupils receive information about sensitive subjects, particularly with regard to the dangers and existence of these offences?

- 30% of school governors said they were either unaware of or didn't know what the schools did to inform pupils of sensitive information.
- Some school governors (15%) suggested that they already utilise the PSHE or other curricula to ensure pupils had the information they needed.
- Other school governors suggested that information could be conveyed to parents and carers through various meetings and literature.

Q6: What kind of training and materials would your school need in order to cover the topics?

- 42% of school governors left this question blank – the highest on the survey.
- Many of the comments on what type materials would be required involved some type of workshop or training material such as literature and videos for staff, parents and pupils. Some suggested people share experiences or have a re-enactment of the crimes.

Q7: To your knowledge, is there any work currently being done at your school to tackle these problems?

- Only 6 (18%) of school governors said their school was currently working to tackle one or more of these offences.
- Most (70%) either reported that their school was not currently working to tackle these offences or they did not know if work was being undertaken on these topics.

Q8: Does your school currently employ a nurse?

- Nearly half (48%) of school governors reported that there was either no school nurse employed at the school or they were unsure if there was one.

Q9: In your opinion, what would you like to see schools do to protect females against the above?

- When asked what they would like to see in their schools to address these issues, most (24%) school governors suggested some type of training for staff and education for parents and pupils.
- Other suggestions included raising awareness and creating safe spaces for pupils to talk about such issues.
- One governor suggested that schools need to address children being taken out of school to travel abroad for long periods.

Q10: Would you know what outside (the school) bodies to contact, either to get information you need to cover these topics or to get direct support if needed?

- When asked if they knew what outside body to contact (if needed), most 73% of school governors responded by saying either no or that they were not sure who to contact.

We found some good examples of educational establishments within Brent who have made positive encouraging steps to deal with harmful practices and safeguarding. For instance the College of Northwest London who currently runs a programme called “*Feel Safe, Be Safe*”, which offers advice and support to students who do not feel safe or have safeguarding concerns. The college advertises this service on the student intranet and has published and distributed booklets to students. Students can contact the service by text, e-mail or a single phone number which is constantly manned. So far the college has been able to support a number of students including helping girls who were being forced into marriage. Evidence from colleges elsewhere in London confirms this. The task group strongly supports the establishing of a single point of contact for women and girls affected by these issues and we are keen that the example of a single point of contact is used by partners when developing services in Brent. We would also like to highlight the Stonebridge School Safeguarding Policy agreed in January 2014 (Appendix 10), which specifically includes FGM and sets out the signs that children may exhibit. A copy of this is attached to this report.

We believe that there is a real opportunity to work with schools and to ensure that all head teachers and school governors receive training on harmful practices and that an appropriate level of information focussed on respect and equality between the sexes is offered to all year seven pupils.

The Impact of recent legislative changes

Domestic Violence Legislation now covers controlling behaviour, which includes so called 'honour' based violence, female genital mutilation and Forced Marriage. As mentioned earlier the UK government introduced clauses in the Anti-social Behaviour Crime and Policing Bill which will criminalise both forced marriage and breach of a Forced Marriage Protection Order.

Prior to introducing this the Home Office conducted a survey on criminalising Forced Marriage and received 297 responses to the consultation,

Of the total number of 297 responses:

- 54% of respondents were in favour of the creation of a new offence;
- 37% were against the creation of a new offence;
- 9% of respondents were undecided;
- 80% felt that current civil remedies and criminal sanctions are not being use effectively.

A few of the women and professionals that the task group engaged with expressed some concern that recent legislative changes would result in harmful practices being driven underground. Discussions are currently taking place in parliament, about raising the age of consent for marriage from 16 years to 18 years.

The Task group supports raising the age for consent to marriage and the criminalisation of Forced Marriages and welcomes the roll out of the legislation later this year.

Recommendation 4

- **That a programme of community engagement about violence against women focussing on harmful practices is developed which ensures that members of affected communities play a lead role. Awareness raising events should be aimed at all sections of the local community, partners, relevant staff and Members.**

Recommendation 5

That awareness raising resources, leaflets and posters are clearly displayed in medical and educational establishments, particularly GP surgeries, clinics, Hospitals, schools and colleges. These should include a single point of contact for those affected by harmful practices.

Recommendation 6

That Brent Council and its partners work with local and national media, including community radio and television stations, to raise awareness and educate the public on harmful practices and the negative effect it has on women and girls in our society.

Recommendation 7

That a programme of training is developed for all key staff from all relevant agencies who are likely to have contact with affected women and girls that will ensure a better understanding of the issues, identification of those at risk and referral pathways. Funding is available to the voluntary sector to assist Brent in delivering this training programme.

Recommendation 8

That all awareness raising and training activities highlight the changes in the law make these harmful practices criminal offences.

Recommendation 9

That joint working is undertaken with schools to ensure that all head teachers, school governors and those responsible for safeguarding receive training and that all year seven children receive information as part of Personal Social and Health Education.

Recommendation 11

That Brent Council along with its partners annually take part in the International UN sponsored awareness day that takes place 6th February each year. Zero Tolerance of Female Genital Mutilation day is set up to make the world aware of Female Genital Mutilation and to promote its eradication.

8.3. Partnership working including referral processes and pathways

Throughout the task group's work it was noted that a large proportion of the professionals and stakeholders who were doing work to tackle harmful practices were working independently. This is especially evident in relation to the data. The data was captured using inconsistent methods, was not shared with other partners, and was not used to benchmark incidences or plan for provision and service needs.

The task group found evidence that since 2010 there has been a more noticeable effort in partnership working, however women and girls are still experiencing poor treatment and support and this is often because of a lack of partnership working. Pathways and referral processes differ from organisation to organisation and often professionals were unaware of the next step in the referral process. For example one medical professional stated that once she made the referral to social services, it was unclear what would happen next and she did not know what to tell her patient. Some services we talked to were following safeguarding guidance from the Forced Marriage Unit and the Home Offices Multi agency guide; some services adopted a combination of their own processes with parts of the Home Office guidance and Pan London Child protection guidance.

Where no clear agreement between partners has been established, confusion still occurs about where an incident should be signposted to, what services clients may be entitled to and the best course of action to take. Local authorities and GPs are often the first point of contact and many of the women we talked to have had a negative experience and are not referred or sign-posted to relevant services and partners.

A number of the women shared examples of poor practice amongst statutory agencies (health professionals, police, the courts, job centres and council staff) which left them feeling dismissed, disbelieved, vulnerable and not informed about where to access support. Barriers encountered included lack of understanding about the issues affecting them, for example most of the women we talked to had no understanding of the concept of safeguarding. Other barriers included a lack of practical assistance and a few felt that they were being discriminated against. Some of the women were concerned about being stigmatized and having their children taken away from them. They felt that the barriers and attitudes they encountered had made them less likely they would report incidents and make it more likely that they remained in dangerous situations

Access to on-going face-to-face training on different forms of VAWG from the specialist VAWG sector would go some way to ensuring responses were more consistent and of a high quality. For women with immigration/asylum issues, access to support services including refuge accommodation is particularly difficult, and women face a higher risk of destitution. Therefore there is a need for more joint work with UK Border Agency and other partners to improve referral to specialist VAWG services and review existing practice and policies on VAWG.

IMKAAN¹² recently produced a report *Beyond the Labels* which explores the views and opinions of Women and girls who have been subjected to harmful practices. The report also examines the barriers preventing access to support and summarises recommendations made by these women and girls and how local authorities and other professionals can improve their response to harmful practices. Some of the recommendations include:

Local Authorities

- Local authority staff particularly to have a more consistent and better understanding and knowledge on how to respond to VAWG.

Health

- For GPs to be more informed and proactive about the appropriate care and referral pathways specifically where women require access to support from the VAWG sector.
- Professionals in the health sector e.g. GPs, health visitors etc. to be trained to ensure that they are able to respond better to women after they disclose violence.
- GPs to have a better understanding of their need for confidentiality when seeking support. For example, women and girls wanted more opportunities to be alone with the GP to disclose safely.

UK Border Agency (UKBA)

- The UKBA (Home Office) to implement a working culture which is more sensitive and appropriate on VAWG and one which starts from the premise of belief.

Criminal Justice System

- For the police to have a better and more consistent awareness and training on VAWG to prevent women from feeling that their experiences have been minimised or dismissed because of an emphasis on physical violence rather than psychological violence and coercive control.
- For the police to be more informed and provide better quality and more consistent advice and information to enable effective referral to specialist VAWG services.
- Regular communication between the police and women/girls so they feel more informed once they have made a formal report. This included being regularly updated on any actions taken against the perpetrator(s) as well as information on location which would impact on their safety.
- More consistent forms of protection to support women and girls to feel informed, equipped and safe before, during and after court proceedings.
- Improved knowledge and training on VAWG across all parts of the Criminal Justice System (CJS) and more specialist VAWG courts.

¹² Imkaan is a UK-based, black feminist organisation dedicated to addressing violence against women and girls.

“A call to end violence against women and girls (action plan 2013)” the Home Office’s Commitment to tackling Violence against Women and girls identifies working in partnership as one of its main priorities. Partnership working - Guiding principle: *Work in partnership to obtain the best outcomes for victims and their families*. The action plan sets out the outcomes it hopes to achieve by 2015:

- Better support available for victims and their families with statutory, voluntary and community sectors working together to share information and agree practical action
- Improved the life chances of victims of violence against women and girls overseas, with this issue an international priority for the UK.
- Promote effective partnership working between police and schools where children are at risk of domestic violence (e.g. Operation Encompass on going to 2015).
- Continue to work in partnership across Government and with the third sector to ensure that the impact of Government reforms are fully understood and managed
- Provide clear information on violence against women and girls to commissioners in the changing commissioning landscape
- Support statutory and voluntary services in sharing information about the women and girls most at risk and agreeing clear referral and needs assessment arrangements
- Continue to demonstrate leadership internationally to address violence against women and girls, and ensure that the links are made between the women whom the UK is helping overseas and those who arrive in the UK seeking protection.

Key activity since 2012 on partnership working in England and Wales:

- Provided £100,000 to determine gaps in service provision at a local level, help local authorities better understand what services will best assist victims, and assist the voluntary sector in professionalising their dealings with statutory agencies;
- In response to the consultation “Getting it Right for Victims and Witnesses”, set out the move to a new model for the provision of support services for victims of crime where the majority of services will be commissioned locally by Police and Crime Commissioners (while rape support services will continue to be funded centrally);
- Funded Against Violence & Abuse (AVA) and the Aya Project (managed by Women’s Aid and IMKAAN) to build capacity within the women’s sector and help them better understand Local Authority commissioning processes; and help Local Authority commissioners better understand the needs of violence against women and girls victims and measures to tackle perpetrators in their areas

The task group would like to ensure that a partnership strategy on harmful practices is developed within the context of the Violence against Women and Girls Strategy that would

facilitate a more coordinated approach between partners working on this issue and provide clear guidelines to key staff on referrals and services available. We would also recommend that all key staff undertake training to build a better understanding of the issues, enable them to identify those at risk and make referrals.

Recommendation 1

That tackling harmful practices becomes a high partnership priority within Brent and that a clear partnership strategy is developed within the context of the wider Violence against Women and Girls Strategy. The harmful practices strategy should include:

- 1.1. Developing services to protect women and girls at risk**
- 1.2. Developing services to support women and girls subjected to harmful practices**
- 1.3. Robust recording and better quality of data and sharing of data from all partners**
- 1.4. Clear and consistent guidance for reporting risk, pathways for referrals and services**
- 1.5. Provide clear guidance to all key staff and the public on how to report a crime against a women affected by these issues.**
- 1.6. A single point of contact is established for those affected**
- 1.7. The adoption of good practice from elsewhere, health service, local authorities, voluntary sector organisations and educational institutions.**

Recommendation 2

That work in relation to the implementation of the Harmful Practices Strategy is the responsibility of:

- The Children’s Safeguarding Board**
- The Health and Wellbeing Board**
- Safer Brent Partnership**
- The Assistant Chief Executive Department will take the overall lead responsibility**

8.4. Services and accessing available funding

To establish the extent of existing services available to those affected by harmful practices the task group met with key staff from within the council and its partners to discuss the current provision. Most council departments told us that for cases where there are children or vulnerable adults safeguarding concerns there was social services provision. All other cases, especially where there is no recourse to public funds, are referred to charities and the voluntary sector.

In the course of our work, members of the task group visited various charities and community groups to ask them what improvements they would like to see to current service provision. We also looked at the recommendations set out in the IMKAAN Report *“Beyond the Labels”*.

The recommendations set out in the report mirrored the views of the Brent residents consulted. These were:

On future services for women and girls

- For refuge provision to be more accessible across London in order to prevent women from being housed in generic homelessness provision.
- Consistent and longer term investment in women-led women-only spaces and services that women and girls value, and that make them feel safer, protected and understood.
- More consistent and longer term investment in BME women-led services which provide effective responses to differences in social identity and support women and girls to experience higher levels of social inclusion and belonging.
- To improve the availability of local women-only services which are specialist in their approach and respond to women and girls' individuality of experience and identity.
- More accessible services that offer different forms of expertise including responses to Female Genital Mutilation, Forced Marriage, sexual violence and exploitation, domestic violence, support in exiting prostitution.
- More accessible services to address additional vulnerabilities and support needs including drug and alcohol, disabilities, chronic health issues and mental health needs.
- Improved access to refuge provision for women with immigration/asylum related issues particularly where women lack the relevant documentation or access to any other means of financial or housing support.
- Increased investment in projects that provide longer term support e.g. life skills, training, employment, and programmes that support women and girls to recover and reduce isolation after they have left the violence.
- Increased access to longer term, flexible and specialist key-work support at points of crisis and where women are rebuilding lives after leaving violence. This was specifically important to women who experience a range of complexities and where there are gaps in existing service provision e.g. exiting prostitution, young women within a gang/group-based context and/or peer-based abuse, Female Genital Mutilation and Forced Marriage.
- Improved access to holistic support services that are young-women centred and tailored to address the specific needs and experiences of young women.
- Improved access to long-term VAWG counselling and therapeutic support services which are rooted in a VAWG approach, including BME specific provision.

Overall it is important for public sector commissioners to recognise the need for more consistent and longer term investment in a diverse range of women-only VAWG service models and approaches which respond to different forms of VAWG and social identity. Women affected by FGM spoke about the barriers around disclosure and the complexities of reporting family and community members, hence the importance of on-going case-work support through community-based support workers. There are also inadequate levels of targeted provision for young women in the context of different forms of VAWG. Equally significant is improving access to services that provide longer term and flexible arrangements for emotional support through counselling, group work, peer-learning programmes and activities for adults and children. These were considered as significant as access to safe housing.

The recent London Council funded ASCENT project which launched in November 2013 is a partnership within the London Violence against Women and Girls Consortium, delivering a range of services for survivors of domestic and sexual violence and abuse under six themes funded by London Councils. ASCENT improves service provision for those affected by sexual and domestic violence and abuse in London through the provision of front-line services as well as support to voluntary and statutory organisations. The London VAWG Consortium is made up of 22 organisations working in partnership to deliver comprehensive, cost effective, high quality services to all communities across London. This innovative partnership strengthens referral pathways across organisations and identifies trends and emerging need.

We would also like to highlight the work at Northwick Park Maternity Unit, particularly the African Well Women's Clinic as an example of good practice. They keep records and collect data of all women subjected to FGM, provide counselling and perform reversal surgery prior to birth.

In October members of the task group visited London Councils to discuss the new funding programmes for 2014-2020. The rights and Citizenship Programme 2014-2020 which holds a budget of €439 Million, has the general objective of contributing to the creation of an area where the rights of the person are promoted and protected. The programme will be centrally managed and funding will be allocated on a competitive basis. Transnational projects and multi-agency and multi-sector partnerships will be favoured. Call for proposals will happen in the second quarter of 2014 (early autumn).

Specific related Objectives include:

- Enhancing the exercise of rights deriving from citizenship of the European Union
- Implementing the principle of non-discrimination
- Enhancing the respect of the right of the child

Type of actions that will be funded:

- Raising awareness of harmful practices within practising communities
- Identifying good practice in running specialist support services for victims of Violence
- Training professionals who work with vulnerable children (e.g. children in residential care, in detention or separated children)

- Improving EU citizens' understanding of their rights and help them realise when these have been violated
- Developing mechanisms to collect and report hate crime or xenophobic incidences
- Encouraging the private sector to improve gender balance
- Exchanging good practice in promoting good pay

All public and private organisations, including international organisations legally established in one of the 28 EU members states are able to apply to the rights and Citizenship Programme 2014-2020 Fund.

The task group would urge partners to work together to access this funding.

Recommendation 10

That Brent Council in conjunction with its partners, particularly Council for Voluntary Services (CVS) Brent, pursue all avenues for available funding and support specialist charities and local voluntary organisations to bid for money from government agencies such as the Forced Marriage unit and the European Union fund.

Recommendation 12

That Brent Clinical Commissioning Group (CCG) should commission services for women and girls affected by the harmful practices of Female Genital Mutilation, Honour Based Violence and Forced Marriages.

9. Conclusion

The task group believes that this report provides a range of important recommendations which, when implemented, will lead to improved outcomes for the women and girls in Brent who have been, or are likely to be affected by FGM, Forced Marriage and Honour Based Violence. All of the women we talked to from affected communities were adamant that they did not want their daughters to suffer like they had. We hope that we can help them, by working with our local communities, the voluntary and community sector, specialist agencies and partners. We can raise awareness about these criminal activities and ensure that preventative interventions and services are in place to reduce the negative impacts that these harmful practices have. The individual members of the task group are passionate about these issues and will continue to highlight them at every possible opportunity.

Stakeholders:

1.	LB Brent	Council Officers: – Councillors (Members) Brent Community Safety Brent LSCB & Children Services Brent Education Welfare Brent Adult Safeguarding Brent Multiagency Safeguarding Hub Public Health Scrutiny Committees (Health, Partnership & Place and Children & Young People) Policy Teachers School Governors
2.	NHS & Clinical Commissioning Group (CCG)	Hospitals – Northwick Park and Central Middlesex School Nurses Midwives Health Visitors GPs Doctors/Surgeons
3.	Charities, Community Groups and Voluntary Sector	Parents & Parent Groups Young People and Youth Groups Charity Groups:- Forward Jan Trust Asian Women's Resource Centre Ashiana Network Iranian & Kurdish Women's Rights Organisation Somali Advice and Forum of Information Help Somalia Foundation Jazari Community Centre Women's Refugee's Daughters of Eve One Billion and Rising White Ribbon Charities Men's Charities
4.	Partners for Brent /Multi Agency Safeguarding Hub/Safer Brent Partnership	Police CVS
5.	Religious Groups	Multi Faith Forum Group Priests, Vicars, Imams and Clerics from all denominations in the borough
6.	Community	Residents and Resident Groups
7.	Government Agencies	Mayor of London VAWAG Dept.

		The Home Office The Forced Marriage Unit All Party Parliamentary Dept.
8.	Other Local Government Authorities	Bristol Islington Lambeth Southwark Harrow Ealing Birmingham City Council
9.	Other Interested Parties	Members of Parliament (MPs) Media

References:

The task group referred to a number of reports in the course of its work. Key documents include:

- Home Office, 2004-8, British Crime Survey Analysis of data comparing London rates with overall findings
- Crown Prosecution Service, 2009, Violence against women Crime Report 2008-2009
- Forward, 2007, A Statistical Study to Estimate the Prevalence of Female Genital Mutilation in England and Wales
- The Foreign and Commonwealth Office's Forced Marriage Unit (FMU) May 2012
- Female Genital Mutilation (FGM) in Islington: A Statistical Study 2012
- IMKAAN recently produced a *Beyond the Labels* report 2013
- The Home Office *A call to end violence against women and girls (action plan 2013)*
- Mayor of London's Violence against Women and Girls strategy "The Way Forward", (2009)
- "A Childhood Lost" A report on Child Marriage in the UK and Developing World from the UK All-Party Parliamentary Group on Population, Development and Reproductive Health (2012)
- "Postcode lottery" A report on research undertaken by the Iranian and Kurdish Women's Rights Organisation (IKWRO) on police records of 'honour' based violence (January 2014)

Table of Appendix

	Appendix
1	Professional discussion Group 1 pre meeting questions
2	Professional discussion Group 2 pre meeting questions
3	Members development Questionnaire
4	School Governors Questionnaires
5	Forward 2009 FGM Study
6	ASCENT Domestic Violence Calls
7	Somalian Population Statistics
8	IKRWO Post Code Lottery Report
9	Harmful Practices Case Studies (3)
10	LB Islington FGM a Statistical Study
11	Stonebridge School Safeguarding Policy

This page is intentionally left blank