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Cabinet

Monday 8 February 2016 at 7.00 pm
Board Room 4 - Brent Civic Centre, Engineers Way, Wembley HA9 0FJ

Membership:

Lead Member Councillors:	Portfolio
Butt (Chair)	Leader of the Council
Pavey (Vice-Chair)	Deputy Leader of the Council
Denselow	Lead Member for Stronger Communities
Hirani	Lead Member for Adults, Health and Well-being
Mashari	Lead Member for Employment and Skills
McLennan	Lead Member for Housing and Development
Moher	Lead Member for Children and Young People
Southwood	Lead Member for Environment

For further information contact: Anne Reid, Principal Democratic Services Officer
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The press and public are welcome to attend this meeting

recycle for Brent

Agenda

Introductions, if appropriate.

Apologies for absence.

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**	To follow
3	**Matters arising (if any)**	
	Resources Reports	
4	**Budget 2016/17 and Council Tax** **Ward Affected:** All Wards **Lead Member**: Councillor Pavey **Contact Officer**: Conrad Hall, Chief Finance Officer Tel: 020 8937 6528 conrad.hall@brent.gov.uk	Circulated separately
	Chief Executive reports	
5	**Shared Procurement Service** This report seeks approval for LB Brent to join a Procurement Shared Service (PSS) that will be led by LB Harrow as set out in the Business Case at Appendix A. The principal aim of joining the PSS will be to ensure that the Council continues to receive Procurement services whilst being in a strong position to deliver the required savings of £272k from procurement in 2016/17. **Ward Affected:** All Wards **Lead Member**: Councillor Pavey **Contact Officer**: Peter Gadsdon, Director, Performance, Policy and Partnerships Tel: 020 8937 1400 peter.gadsdon@brent.gov.uk	1 - 74
6	**Authority to award contracts for Advice and Guidance Services in Brent** In accordance with the Council's Contract Standing Order No 88 this	75 - 84

report seeks Cabinet approval to award two separate contracts (Contract 1: Generalist and Specialist Legal Advice and Contract 2: Brent Advice Partnership) for the delivery of Advice and Guidance Services in Brent. Both contracts are for a period of three years with options to extend for two single years. This report provides details of the services, the procurement process undertaken and, following the completion of the evaluation of the tenders, recommendation for award of the contracts

Ward Affected: All Wards

Lead Member: Councillor Butt
Contact Officer: Cathy Tyson, Head of Policy and Scrutiny
Tel: 020 8937 1045 cathy.tyson@brent.gov.uk

7 Voluntary sector Initiative Fund - Local Grants 2016 - 2018 85 - 102

This report seeks agreement on amendments to the Voluntary Sector Initiative Fund – Local Grants funding stream from April 2016.

Ward Affected: All Wards

Lead Member: Councillor Butt
Contact Officer: Cathy Tyson, Head of Policy and Scrutiny
Tel: 020 8937 1045 cathy.tyson@brent.gov.uk

8 Authority to market the Sports Club at the Gladstone Youth and Community Centre under the Council's Community Asset Transfer (CAT) Policy 103 - 112

Through the Council's Community Asset Transfer (CAT) policy, the Sports Club at the Gladstone Youth and Community Centre was the subject of an Expression of Interest (EOI) by Kilburn Cosmos, (KCRFC). This EOI has been evaluated and has passed the relevant tests as outlined in the CAT policy. The next step of the decision making process is for Cabinet to grant authority to market the asset as a CAT opportunity.

Ward Affected: Mapesbury

Lead Member: Councillor McLennan
Contact Officer: Peter Gadsdon, Director, Performance, Policy and Partnerships
Tel: 020 8937 1400
peter.gadsdon@brent.gov.uk

9 Authority to market Northwick Park Pavilion (Main Hall and Ancillary Areas) under the Council's Community Asset Transfer (CAT) Policy 113 - 124

Through the Council's Community Asset Transfer (CAT) policy, the Northwick Park Sports Pavilion was the subject of an Expression of Interest (EOI) by a consortium led by Sudbury Court Residents Association. This EOI has been evaluated and revised to include just the main hall and ancillary areas of the asset; resulting in a successful

nomination. The next step of the decision making process is for Cabinet to grant authority to market the asset as a CAT opportunity.

Ward Affected: Preston

Lead Member: Councillor McLennan
Contact Officer: Peter Gadsdon, Director, Performance, Policy and Partnerships
Tel: 020 8937 1400
peter.gadsdon@brent.gov.uk

10 Performance Report 2015/16 (Quarters 2 and 3) 125 - 154

The purpose of this report is to provide Cabinet with a corporate overview of performance information linked to the current priorities for Brent, to support informed decision-making, and to manage performance effectively.

Ward Affected: All Wards

Lead Member: Councillor Butt
Contact Officer: Peter Gadsdon, Director, Performance, Policy and Partnerships
Tel: 020 8937 1400
peter.gadsdon@brent.gov.uk

Children and Young People reports

11 Variation of Barnardo's contract to include Crèche Services 155 - 160

In June 2015 Cabinet agreed to award the contract for managing 14 Brent Children's Centres to Barnardo Services Limited. The contract commenced on October 5 2015. An essential part of successful Children's Centre service delivery/ outcomes includes provision of crèche services on site, to allow parents/carers to attend courses and adult centred activities (eg parenting groups, money management courses) knowing their young children are well looked after nearby. The current provider of crèche services is ceasing this provision and officers consider that varying the contract with Barnardo Services Limited to include such crèche services is an appropriate way of arranging future provision.

Ward Affected: All Wards

Lead Member: Councillor Moher
Contact Officer: Cate Duffy, Operational Director, Early Help and Education
Tel: 020 8937 3510 cate.duffy@brent.gov.uk

12 Brent Council's School Admission Arrangements for 2017/18. 161 - 240

Cabinet is asked to agree the proposed Admission Arrangements and scheme of co-ordination for Brent Community Schools for 2017/18 and note changes to the arrangements as set out in the recommendations.

The results of the consultation undertaken on proposals to prioritise children of staff and children who attract pupil premium funding are provided

Ward Affected: All Wards

Lead Member: Councillor Moher
Contact Officer: Cate Duffy, Operational Director, Early Help and Education
Tel: 020 8937 3510 cate.duffy@brent.gov.uk

13 Lyon Park Infant and Lyon Park Junior amalgamation report 241 - 252

This report informs the Cabinet of the outcome of the statutory consultation on the proposal to alter the Lyon Park Schools.

The representation period on the proposal ended on 24 December 2015. This report also informs the Cabinet of the responses to the informal and formal consultations**.**

Ward Affected: All Wards

Lead Member: Councillor Moher
Contact Officer: Cate Duffy, Operational Director, Early Help and Education
Tel: 020 8937 3510 cate.duffy@brent.gov.uk

Regeneration and Environment Reports

14 Development Funds Programme for 2016-17 253 - 284

This report seeks the approval of Cabinet for the proposed spatial and thematic allocation of Section 106 funds for expenditure in 2016-17 and commissioning specific projects and budget amounts detailed herein.

Ward Affected: All Wards

Lead Member: Councillor McLennan
Contact Officer: Aktar Choudhury, Operational Director, Regeneration
Tel: 020 8937 1764
aktar.choudhury@brent.gov.uk

Community Well-being Reports

15 Housing Revenue Account (HRA) Business Plan Budget Setting - Proposals for 2016-2017 285 - 350

This report sets out the Housing Revenue Account (HRA) forecast outturn for 2015/16 and the proposed HRA budget for 2016/17 as required by the Local Government and Housing Act 1989. The proposed annual budget takes account of the national rent reductions as required by Government. This will reduce rental income by £498,000 compared with 2015-16 with further reductions required each year to 2020.

Ward Affected: All Wards

Lead Member: Councillor McLennan
Contact Officer: Jon Lloyd-Owen, Operational Director, Housing and Employment
Tel: 020 8937 5199 jon.lloyd-owen@brent.gov.uk

16 North West London Independent Healthcare Commission 351 - 354

This covering report introduces the final report of the Independent Healthcare Commission for Northwest London. Following a year long investigation into health service changes across five London boroughs the Independent Healthcare Commission for North West London reported its findings in December 2015. The Commission was established to investigate the impact of the implementation of the Shaping a Healthier Future programme since 2013 across North West London. The SaHF programme has seen the closure of A&E facilities at Central Middlesex and Hammersmith and Fulham Hospitals and proposals the consolidation of acute services into five Major Hospitals across North West London. It also sets out plans to provide more services out of hospitals in community settings and through extended GP services.

Ward Affected: All Wards

Lead Member: Councillor Hirani
Contact Officer: Cathy Tyson, Head of Policy and Scrutiny
Tel: 020 8937 1045 cathy.tyson@brent.gov.uk

17 Adult Social Care Local Account 2014-2015 355 - 416

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

Ward Affected: All Wards

Lead Member: Councillor Hirani
Contact Officer: Amy Jones, Head of Commissioning and Quality
Tel: 020 8937 4061 amy.jones@brent.gov.uk

18 Authority to participate in the joint procurement of a Dynamic Purchasing System for Residential, Nursing and Supported Living Care Placements 417 - 430

This report requests approval for Brent Adult Social Care to participate in a collaborative procurement with the West London Alliance (WLA) for the establishment of a dynamic purchasing system for provision of residential, nursing and supported living accommodation and care home placements.

The proposed procurement is to be led by the London Borough of Ealing therefore approval is also sought for using Ealing's contract standing orders and financial regulations as per Contract Standing Order 85.

Ward Affected:	**Lead Member**: Councillor Hirani
All Wards	**Contact Officer**: Amy Jones, Head of Commissioning and Quality Tel: 020 8937 4061 amy.jones@brent.gov.uk

19 Approval to appoint providers to a Dynamic Purchasing System (DPS) for Accommodation Plus 431 - 482

This report seeks approval to the appointment of the providers listed in Appendix 1 of this report to the DPS for Accommodation Plus Services.

Ward Affected:	**Lead Member**: Councillor Hirani
All Wards	**Contact Officer**: Amy Jones, Head of Commissioning and Quality Tel: 020 8937 4061 amy.jones@brent.gov.uk

20 Reference of item considered by Scrutiny Committee (if any)

21 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:

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

- Authority to market the Sports Club at the Gladstone Youth and Community Centre under the Council's Community Asset Transfer (CAT) Policy
- Authority to market Northwick Park Pavilion (Main Hall and Ancillary Areas) under the Council's Community Asset Transfer (CAT) Policy
- Approval to appoint providers to a Dynamic Purchasing System (DPS) for Accommodation Plus

(Reports above refer)

22 Any other urgent business

Notice of items to be raised under this heading must be given in writing to the Democratic Services Manager or his representative before the

meeting in accordance with Standing Order 64.

Date of the next meeting: **Monday 14 March 2016**



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

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

Brent	**Cabinet** 8 February 2016 **Report from Director Performance, Policy and Partnerships**
For Action	Wards Affected: ALL

Procurement Shared Service

1.0 Summary

1.1 This report seeks approval for LB Brent to join a Procurement Shared Service (PSS) that will be led by LB Harrow as set out in the Business Case at Appendix A. The principal aim of joining the PSS will be to ensure that the Council continues to receive Procurement services whilst being in a strong position to deliver the required savings of £272k from procurement in 2016/17.

1.2 The PSS will enable the LB Brent to deliver on five key areas:

- contribute to the Council's savings target, in particular enabling the delivery of savings to the procurement service;
- enable the Council to take a strategic view of procurement activity
- provide new approaches to the delivery of Social Value benefits in Brent contracts
- enable the potential generation of additional income by selling procurement services, as opportunities to do this currently have been limited due to the size of the current team;
- ensure that there is resilience built into Procurement activities; and
- maximise the opportunities for collaboration.

1.3 The arrangement will be one of a Lead Authority Model where LB Harrow is the Lead Authority. By joining this arrangement it will strengthen LB Brent's ability to deliver the savings target for the procurement service, whilst minimising any reduction of service provision. The creation of a combined shared service will also facilitate improved opportunities for income generation e.g. by selling

procurement services to other public sector authorities, of which LB Brent will receive in proportion to their level of investment in the PSS.

1.4 The shared service will be created in two stages; firstly with a delegation of the procurement function from LB Brent and Buckinghamshire County Council (Bucks CC) to LB Harrow with affected staff transferring their employment from LB Brent and Bucks CC to LB Harrow pursuant to the Transfer of Undertakings (Protection of Employment) Regulations 2006, and following this the creation of an operational shared service with a new Target Operating Model.

2.0 Recommendations

That Cabinet:-

2.1 Agrees to delegate the provision of its procurement service to the London Borough of Harrow with effect from 1st April 2016 or such other date as may reasonably be agreed with the London Borough of Harrow.

2.2 Agrees to enter into an Inter Authority Agreement confirming the terms of the delegation of the provision of its procurement service to the London Borough of Harrow.

2.3 Agrees to delegate authority to the Director Performance, Policy and Partnerships in consultation with the Chief Finance Officer and Chief Legal Officer to negotiate the precise terms of the Inter Authority Agreement for a Procurement Shared Service between the London Borough of Brent, the London Borough of Harrow and Buckinghamshire County Council as set out in the Business Case at Appendix A.

2.4 Note the proposed staffing arrangements including the transfer of procurement staff currently employed by the London Borough of Brent to the London Borough of Harrow as set out at paragraphs 3.6 and 3.7.

3.0 Detail

3.1 The London Borough of Harrow ("LB Harrow"), the London Borough of Brent ("LB Brent") and Buckinghamshire County Council ("Bucks CC") have a combined annual third party spend of over £750m.
Procurement teams across these councils are providing professional procurement support to service departments whilst under downward budgetary pressures and with limited resources in terms of capacity and expertise.

3.2 The major benefit in joining the PSS arrangement will be that LB Brent will be in a strong position to deliver the savings required from the

procurement service in 2016/17 and benefit from the opportunity to obtain far greater benefit from Social Value in its contracts.

3.3 In addition, bringing the three teams together will increase the opportunities for income generation through the sale of procurement services to other London boroughs, local councils and third parties.

3.4 Creating a Procurement Shared Service (PSS) from the three councils will help assuage cuts to budgets and bring together best practice, knowledge, skills and resources. LB Brent has a savings target of £272k in 2016/17 and without a form of transformation LB Brent will only be able to provide a largely transactional procurement service. By joining this initiative LB Brent will be in a good position to deliver the savings target whilst also guaranteeing a level of resilience in its procurement activities.

3.5 By becoming one of the founder organisations LB Brent will avoid having to reduce the current procurement service from a team of 11 to a team of 6, with 5 staff being forced to take redundancy. This reduction would mean that LB Brent's ability to provide procurement services would be significantly impacted. However by entering into the Shared Service arrangement, the impact of the reductions will be mitigated allowing LB Brent to continue to receive a good level of procurement support.

3.6 Individually the 3 councils have high procurement expenditure for the purchase of most goods, works and services but collectively they will become a significant customer for a number of areas of major spend. The aggregated spend on specific categories will open up greater opportunity to deliver savings, value for money and social value for the councils by increasing the attractiveness of the councils to third parties.

3.7 Additionally there will be an increase in the skills and resources available for Procurement activities which will improve resilience and give staff more opportunities to progress their careers. Other benefits include the opportunity to implement standardised, best practice systems and processes. In addition it will provide a platform to do work for other agencies and give greater influence to deliver collective aspirations with regard to SME engagement, apprenticeships and social value.

3.8 There will be a two stage process to creating the PSS. The first stage will be to create an amalgamated procurement service, with staff from LB Brent and Bucks CC transferring to the employment of LB Harrow pursuant to the Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE"). During this first stage, staff will be able to remain based at their current locations.

3.9 Once staff have been transferred there will be a review of the service and decisions made on whether it is fit for purpose or whether further transformation is required, providing that there are economical, technological or organisational reasons for any reorganisation. Any change will be consulted upon and new posts will be filled through a process of interview and selection that will involve all three councils.

3.10 The recommendation from this paper is to create a shared service, whereby LB Brent (and Bucks CC) formerly delegate their procurement activity to LB Harrow, and LB Harrow provides the service from a PSS.

3.11 Staff working in the PSS would be employed by LB Harrow but would be made available by LB Harrow to LB Brent and Bucks CC in accordance with the provisions of the Inter Authority Agreement.

3.12 The aspiration for the PSS is to be able to provide Procurement services to the founding partners at no cost within 5 years. This would be achieved through increasing the income generated by the PSS and by attracting further organisations to join the PSS.

Governance

3.13 The PSS will be managed by the Head of Procurement (who is Divisional Director of Commercial, Contracts and Procurement in Harrow). That post will be responsible for the day to day running of the shared service and will report into a Shared Services Management Board (SSMB) on a quarterly basis. The SSMB will consist of the LB Harrow's Director of Resources and Commercial, the LB Brent's Director of Performance, Policy and Partnerships and the Bucks CC's Finance Director. The main areas that this group will discuss will be the Inter Authority Agreement (which will include an SLA setting out key deliverables), performance, key procurement activities and the costs of the shared service.

3.14 The Head of Procurement will produce an annual Procurement Report and present this to a Shared Services Steering Group which consists of the relevant Portfolio Holders/Members from each of the three councils. This body will also be responsible for agreeing any changes in the proportion of cost allocation as well as considering applications from other organisations to join the PSS.

3.15 On an ongoing basis PSS staff will attend relevant meetings with Services/Business Units and sit on the relevant individual procurement and programme Boards, as they currently do.

4.0 Financial Implications

4.1 Financial implications arise out of the following key points:

a) The initial PSS budget has been taken from the three Councils' existing budgets, after allowing for the savings targets that LB Brent, Bucks CC and the LB Harrow have for the next two years (2016/17 and 2017/18).

	2015/16 Budget £	Savings Required[1] £	Amount Available £
Harrow	863,000	290,000	573,000
Brent	813,176	272,000	541,176
Bucks	430,146	12,388	417,758
Total	**£2,106,322**	**£574,388**	**£1,531,934**

b) It is proposed that costs will be shared between the three partners in the same proportion as the budgets that they have provided at the onset of the shared service.

Council	Original Budget £'000s	Allocation Proportion[2]
LB Harrow	573	0.3741
LB Brent	541	0.3532
Bucks CC	418	0.2727
Totals	**£1,532**	**1.0000**

c) The three year forecast for the PSS shows a slight increase in costs, due entirely to an assumption around a pay settlement of 1%.

C&P Shared Service Summary

	Yr 1 £'000s	Yr 2 £'000s	Yr 3 £'000s	Annual Uplift
Contributions:				
Brent	541.232	546.065	550.946	0%
Buckinghamshire	417.758	421.489	425.256	0%
Harrow	572.943	578.059	583.227	0%
Total Contributions	1,531.934	1,545.613	1,559.429	
Salary Costs	1,332.000	1,345.320	1,358.773	1%
Other Staffing Costs	40.000	40.000	40.000	0%
Other Procurement	124.000	124.000	124.000	0%
Overhead Contribution	35.934	36.293	36.656	1%
Total Costs	1,531.934	1,545.613	1,559.429	
Surplus / (Deficit)	-	-	-	

[1] Savings required in 2016/17 and 2017/18
[2] Proportions based on a %age of the Total Original Budget and rounded to 4 decimal places

d) Details of the costs are shown below.

Annual Costs	Yr 1 £	Yr 2 £	Yr 3 £
Salary costs	1,332,000	1,345,320	1,358,773
Other staffing costs[3]	40,000	40,000	40,000
Other procurement related costs	124,000	124,000	124,000
Overheads Contribution	36,612	36,978	37,348
Total Cost of Shared Service	**£1,531,934**	**£1,545,613**	**£1,559,429**

Assumptions behind the figures outlined above include:

i. Each year above has been considered as a full year.
ii. The salary costs relate to a full year of the new TOM.
iii. An uplift in salary costs of 1% has been added to subsequent years.
iv. An uplift in overhead contribution of 1% has been added to subsequent years.

e) First Year Operational Considerations:

i. Whilst the amalgamation of the three teams is intended to take place there are considerations that need to be taken into account during the first year of operations. Firstly the shared service operating model will not be in place until July 2016 at the earliest. This will mean that the merged team will be operating at the current cost until the new model is fully staffed. In effect this would mean an increase of approximately £143,633 in operational costs for the first three months. The impact of this on each council is shown in the next table.

Council	Original Budget £	PSS Contribution £	Saving £	3 Months Current Cost £
Harrow	863,000	573,000	290,000[4]	72,500
Brent	813,176	541,176	272,000[5]	68,000
Bucks	430,146	417,612	12,534	3,133
Total	**£2,106,322**	**£1,531,788**	**574,534**	**143,633**

[3] Travel, training and telecommunications
[4] Savings relate to 2016/17 and 2017/18

ii. There is the possibility of additional year one costs should any redundancies be made. These will be effective from 1st July 2016 and may include notice periods of up to 12 weeks. No impact of this has been taken into account due to not knowing the impact of vacant posts, difficulty in determining likely notice periods and redundancy terms but the method of apportionment will be agreed by all parties. The intention is to minimise redundancies due to the current level of vacant posts in all organisations.

iii. It is also possible that individuals may take roles that are below their current salary or grade. In these cases the individuals would be entitled to continue for a period[6] on current salaries which would reduce the saving potential until they move onto the new pay grade.

iv. The treatment of set up costs that will be incurred through the creation of the new shared service will need to be agreed as a first year cost that the partners will share. These include one-off ICT costs, HR advisory costs and legal advice on the creation of Inter Authority Agreements.

v. In the case of all these costs, these will be subject to discussions and agreement between the three parties as part of the Inter Authority Agreement that will need to be in place.

vi. With the service only underspending its current budget by £26k and an efficiency savings target of £272k for 2016/17, the PSS model is financially beneficial to the council and will enable the service to deliver the savings and keep within budget. This is in addition to other future benefits including Economies of scale, system synergy and ability of the PSS to attract good quality staff.

5.0 Legal Implications

5.1 Section 9EA of the Local Government Act 2000 and regulation 5(2)(a) of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 enables Cabinet to delegate the discharge of one of its executive functions to another authority.

5.2 Procurement services are by default an executive function and the Council's executive arrangements (as recorded in the Constitution)

[6] This period will vary between councils, and it is possible that a reduced difference is also required for the second year

allow the Cabinet to delegate executive functions to another local authority.

5.3 It should be noted that the arrangements proposed are not intended to amount to a procurement of services which would fall within the scope of the EU Procurement Rules. Instead, LB Brent is delegating its procurement service function to the LB Harrow and it is the LB Harrow exercising the function on behalf of LB Brent, rather than agreeing some form of contractual arrangements, similar to those which would pertain with an external provider of procurement services.

5.4 Given the proposed delegation, the parties will need to enter into an inter authority agreement to record the terms of such delegation e.g. the sharing of costs, governance arrangements and the other practical issues. The detail of such arrangements is subject to further negotiation.

5.5 Given the proposal to delegate the procurement service function, LB Brent will suffer a loss of direct control over the delivery of the procurement service and the management of staff. It will therefore be essential for the inter authority agreement to set out detailed arrangements with regard to matters such as governance, service delivery requirements, contributions and exit provisions.

5.6 TUPE will apply where there is a service provision change, namely where “activities cease to be carried out by a person on his own behalf and are carried out instead by another person on the client’s behalf..”. Given the proposed delegation of the procurement service function to LB Harrow, it is considered that LB Brent’s procurement staff will be transferred to LB Harrow pursuant to TUPE. Where there is a potential TUPE situation, there are positive duties to inform and consult with staff on various matters that have to be observed as a matter of law. Failure to observe such matters could result in litigation and the potential for compensation to be awarded.

5.7 Staff transferred to LB Harrow will be made available to LB Brent and Bucks CC under section of the 113 Local Government Act 1972 which will enable each council to delegate decisions to them etc. as if they were their own staff.

6.0 Diversity Implications

6.1 Officers do not consider that there are any direct Diversity implications arising from this report. An Equalities Impact Assessment Screening has been completed and this is attached at Appendix B for information.

7.0 Staffing/Accommodation Implications

7.1 Should the PSS gain approval to proceed, the proposal is for LB Brent staff to TUPE transfer to LB Harrow with effect from 1st April, 2016. It is

anticipated that the maximum number of staff that will transfer will be 6 posts. The intention is that the majority of staff will continue working from their current locations in both LB Brent and Bucks CC.

7.2 The effect of TUPE is that all relevant staff transfer to the new employer on the same terms and conditions as they are employed on at LB Brent. Changes made because of the transfer itself are void even if the Employee agrees to the change, unless it is for an economic, technical or organisational reason entailing changes to the workforce. Given that the first phase of this proposal simply transfers the employees to the shared service without making any change to the terms of employment, compliance with TUPE should be straightforward.

8.0 Public Services (Social Value) Act 2012

8.1 There are no direct implications for Social Value from this report; however the sharing of best practice across the 3 councils will provide improved outcomes for Social Value in contracts.

9.0 Background Papers

None

Contact Officers

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PETER GADSDON
Director, Performance, Policy and Partnerships

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BUSINESS CASE

FOR A PROCUREMENT SHARED SERVICE

WITH LB HARROW, LB BRENT AND BUCKINGHAMSHIRE COUNTY COUNCIL

BUSINESS CASE

FOR A PROCUREMENT SHARED SERVICE

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1. Executive Summary

1.1. Harrow, Brent and Buckinghamshire Councils have a combined annual third party spend of over £750m. Commercial and Procurement teams across these councils are providing professional commercial and procurement support to service departments whilst under downward budgetary pressures and with limited resources in terms of capacity and expertise.

1.2. Creating a Procurement Shared Service (PSS) from the three councils will help assuage cuts to budgets and bring together best practices, knowledge, skills and resources. Its creation will enable Harrow Council to achieve savings of £290k, Brent Council to achieve savings of £270k and Buckinghamshire to realise savings of £12k. In addition Buckinghamshire have already made significant cuts and will benefit from collaborative procurements and access to a larger team which will provide greater resilience and expertise.

1.3. If councils do not take action now, the impact would be that two of the three councils will have to make cuts over the next three years of over 50%. This would seriously jeopardise the ability to provide even a basic transactional procurement service to those councils, and mean that any commercialisation activity would be severely limited. Failure to do anything now will also affect Buckinghamshire's ability to provide procurement services due to the difficulty in attracting staff.

1.4. Individually the Councils have very high procurement expenditure for the purchase of most goods, works and services but collectively they will become a significant customer for a number of areas of major spend. The aggregated spend on specific categories will open up greater opportunity to deliver savings, value for money and social value for the councils whilst making it much more interesting for suppliers to work with the three councils.

1.5. The main benefits of the PSS will be significant savings in terms of budgeted spend alongside an increase in the skills and resources available for Commercial and Procurement activity in each of the councils, improving resilience and giving staff more opportunities to progress their careers. Other benefits include the ability to identify collaborative procurement opportunities and implementing standardised, best practice systems and processes. It is estimated that the value of this could amount to 1% of 3rd party spend (approximately £7.5m) once the PSS has worked with Services to identify opportunity areas where procurement activity can be shared. It should be noted that this benefit will be realised by the commissioning services and not as a direct benefit for the PSS.

1.6. In addition it will provide a platform to do work for other councils and give greater influence to deliver collective aspirations with regard to SME engagement, apprenticeships and social value.

1.7. There will be a two stage process to creating the PSS. The first stage will be to create an amalgamated procurement service, with staff from Brent and Buckinghamshire TUPE transferring into Harrow Council.

1.8. The new PSS will be created from the newly amalgamated Procurement Service through a process of interview and selection, providing that there are economical, technological or organisational reasons for a reorganisation. The selection process will follow Harrow processes and will be run jointly by the three councils. The main features of the new service will be senior staff that will be peripatetic supported by small teams that will be based on site with each Council.

1.9. The recommendation from this paper is to create a shared service, whereby Brent and Buckinghamshire Councils formerly delegate their procurement activity to LB Harrow, and LB Harrow provides the service from a Procurement Shared Service (PSS).

1.10. Staff working in the PSS would be employed by LB Harrow, meaning impacted staff from LB Brent and Buckinghamshire Councils would TUPE transfer to Harrow Council.

1.11. The aspiration for the PSS is to be able to provide Commercialisation and Procurement services to the founding partners at no cost within 5 years.

2. Introduction

2.1. This paper sets out proposals for the creation of a shared Commercial and Procurement Service for Brent, Buckinghamshire and Harrow. The foundation for this was made following a decision in 2013 by Harrow Council to invest in its procurement service in the short term to create a centralised service with the aim of improving its capabilities and opportunities to collaborate. It is envisaged that this would have a number of benefits, including opportunities to save on the overall staffing costs for each Council, the creation of joint contracting to enable improved cost and quality outcomes and enable a platform that can be used to attract other boroughs or councils to join in a broader collaboration.

2.2. There is a risk that the reductions being proposed to the procurement teams in each council will result in the sets of teams having a very limited capability only to support the commercial and procurement requirements of all Councils. The key risk is that the staff remaining will be unable to be proactive in taking the procurement function of each Council forward and will adopt more of a 'policing' role i.e. to ensure that each Council is adhering to the Public Procurement Regulations rather than a positive role.

2.3. Brent and Harrow Councils are in the process of implementing savings reductions in their Procurement Teams. Brent needs to implement savings in the order of 40% in 2016/2017 whilst Harrow has to deliver savings of 54% on its procurement staffing costs on a phased basis leading up to 2018/19. Buckinghamshire has already made savings and require a solution to improve resilience, recruit skilled staff, provide staff with the opportunity to become part of a larger team with career development and give them access to a wider range of procurement expertise.

2.4. This paper considers whether there would be advantages from amalgamating the procurement teams into a consolidated Commercial Shared Service Team to enable the quality of service notwithstanding the reductions being made to be maintained and, in some cases, enhanced.

2.5. The basis for investigating the potential for joining the three procurement teams and the implementation of a shared service are given in section 5.2 where the rationale for change is outlined for each council. Critical mass in existing procurement teams is being eroded due to staff cuts and the inability to fill vacant posts. Further cuts will exacerbate this situation.

2.6. It should be made clear that the proposed target operating model outlined in section 6.1 will only be consulted on, and possibly implemented, after an assessment of the operations of the combined procurement teams has been performed, and only if there are economic, technological or organisational reasons for it.

3. The Vision for Sharing Procurement Services

3.1. The current local government environment is one of being under pressure to constantly reduce costs under the austerity measures introduced by central government. However after years of cutting budgets and looking at efficiencies local councils are now looking at alternative delivery models in order to avoid 'salami slicing' to unsustainable levels.

3.2. The procurement services of Brent, Buckinghamshire and Harrow need to achieve further savings and as a result will continue to have to contract in size to the point that there is a risk that only reactive to transactional work will be possible. In order to avoid this position the three councils are looking to join up their Procurement and Commercialisation activities into one, shared service.

3.3. The rationale for looking at a shared solution are numerous and included below:

- All 3 councils are struggling to attract high quality procurement and commercial staff with the right skills and knowledge;
- This situation will be compounded by planned procurement staffing reductions over next few years;
- After the latest round of cuts each council will lack critical mass to provide any procurement activity except for tactical and transactional activity;
- A shared service will enable a staffing structure that can meet the strategic, commercial and procurement needs of each council within revised staffing budgets;
- A revised structure would enable systems, tools and processes to be joined up and standardised and a 'best of breed' approach to be taken;
- A shared service will improve resilience and provide economies of scale; and
- Critically, joining up the procurement functions offers the opportunity to explore meaningful collaborative procurements with the aim of achieving significant savings for each council.

3.4. A key aspiration for the shared services is the opportunity to grow the service by bringing other organisations on board. The mechanics/specifics of how this will work in practice are still to be agreed and may vary between organisations, but will need partner agreement. It is proposed that future organisations will be on-boarded at their own cost or through provision of savings to the founder organisations.

3.5. In joint discussions with the three boroughs it has been agreed that the vision for the new Procurement Shared Service will be to:

- Provide a commercial and procurement service that meets the needs of its customers;
- Strategically align itself with the needs of its customers;
- Attract top quality staff and provide opportunities for staff to grow and develop;
- Implement best practice systems, processes and procedures;
- Provide Commercial Services either in a leading or a supporting capacity; and
- Act consistently across all participating organisations.

4. Current Procurement Services and the Shared Service Proposition

4.1. The three councils included within this business case have slightly differing needs and their teams are at different stages of development.

4.2. The current Commercial and Procurement scope that has been considered as part of this business case is outlined in the following table.

Current Service	Harrow	Buckinghamshire	Brent
1. **Strategy development**	Procurement team prepares the strategy	Procurement develop a commercial strategy in conjunction with Commissioning	The Procurement team prepares the strategy
2. **Procurement Legislation**	Procurement lead this activity	Procurement lead this activity	Procurement lead this activity
3. **Service Legislation, Regulatory & Policy Environment**	This is jointly performed but owned by services	This is jointly performed but owned by services	This is jointly performed but owned by services
4. **Needs Analysis & Business Requirements**	This is jointly performed but owned by services	This is owned by commissioning	This is owned by commissioning
5. **Spend analysis**	Procurement lead this activity	Procurement leads this activity. Finance also involved	Procurement lead this activity
6. **Market & Supplier Analysis**	This is jointly performed but owned by procurement	This is jointly performed in conjunction with commissioning	This is jointly performed in conjunction with commissioning
7. **Gap Analysis**	This is jointly performed but owned by procurement	This is owned by commissioning	This is owned by commissioning
8. **Risk Analysis**	This is jointly performed but owned by procurement	This is jointly performed but owned by commissioning	This is jointly performed but owned by commissioning
9. **Resource Analysis**	This is jointly performed but owned by procurement	? Does this refer to resource to deliver projects? If so owned by commissioning	Owned by commissioning
10. **Category Strategy and Plan**	This is led by Procurement	If agreed requirement could be delivered via a strategic options appraisal conducted by Innovation team	This is led by Procurement
11. **Service Design**	This is led by services	This is owned by	This is led by services

Current Service	Harrow	Buckinghamshire	Brent
/ Specification	with input from procurement	commissioning with limited input from procurement	with input from procurement
12. **Final Options Appraisal & Business Case**	This is led by services with input from Procurement	This is owned by commissioning with some input from procurement if required.	This is led by services with input from procurement
13. **Procurement (sub-category) Strategy Plan**	Procurement lead this activity with support from Services	Limited in scope, owned by commissioning if applicable	Procurement lead this activity with support from Services
14. **Tender Documentation Preparation**	Procurement lead this activity with support from Services[1]	Procurement lead with significant input from Finance and Finance and Commissioning	Shared between Procurement and Services dependent on who is the Project Lead
15. **Tendering**	Procurement lead this activity with support from Services[2]	Procurement lead with significant input from Finance and Finance and Commissioning	Shared between Procurement and Services dependent on who is the Project Lead
16. **Transition & Contract Implementation**	This is led by services with input from procurement	Owned by commissioning with some input from procurement if requested.	This is led by services with input from procurement
17. **Operational Supplier Management**	This is led by services	Contract management activity	This is led by services
18. **Contract Management (Performance)**	This is led by services with input from procurement	Business Unit activity, some input from procurement if requested	This is led by services with input from procurement
19. **Supplier Development**	Procurement lead this activity with support from Services	Business Units lead on this activity.	Business Units lead on this activity.
20. **Category Review**	Procurement lead this activity with support from Services	Strategic Options appraisals can be conducted by Innovation team if commissioned by Business Units.	Procurement lead this activity with support from Services
21. **Contract Review**	This is performed jointly	Contract Managers lead, supported by Procurement and Finance for Platinum contracts only.	Contract Managers lead, supported by Procurement

[1] Procurement lead on complex and/or high risk and/or high value procurements (above £100k)
[2] Procurement lead on complex and/or high risk and/or high value procurements (above £100k)

Current Service	Harrow	Buckinghamshire	Brent
22. Service Needs & Business Requirements Review	This is performed jointly	Commissioning activity.	Commissioning activity.

4.3. Baseline Costs

For the purposes of preparing this business case the baseline used is the controllable 2014/15 budgeted spend for each of the three procurement teams.

2015/16 Budget	Harrow £	Bucks £	Brent £	Total £
Salary costs	854,500	378,346	757,159	1,990,005
Other staffing costs[3]	0	10,800	0	10,800
Other procurement related costs[4]	8,500	41,000	56,017	105,517
Total Costs	**863,000**	**430,146**	**813,176**	**2,106,322**

4.4. Baseline Staffing

The baseline used for staffing is taken from the 2015/16 budgets in order for it to be aligned to the financial baseline. For details of the current procurement structures please see Appendices 1, 2 and 3.

2015/16 Staffing	Harrow	Bucks	Brent	Total
Posts	14	10[5]	11	**35**
Full Time Equivalents	14	9.2	11	**34.0**

4.5. The current staffing fte analysis for each organisation is outlined in the following table, along with an indication of the possible future PSS staffing.

Post	Current Total	Harrow	Brent	Bucks	Future PSS
Divisional Director[6]	**1**	1			1
Head of Commercial &	**0**		0		

[3] IT, Travel and Telecommunications
[4] Procurement specific IT systems, & Travel costs
[5] Includes Procurement Lead post that ends 31/03/16, and 3 posts that are not full time
[6] Post shared with Brent and included in Harrow staffing to avoid double counting

Post	Current Total	Harrow	Brent	Bucks	Future PSS
Procurement[7]					
Head of Procurement Services	0				3
Commercial Business Partner	2	2			
Procurement Manager	1		1		
Procurement lead	1			1	
Commercial Business Specialist	3	3			6
Procurement Manager	2			2	
Senior Category Manager	5		5		
Commercial Business Managers	5	5			7
Procurement Officer	2		2		
Senior Procurement Officer	6			6	
Commercial Analyst	0				1
Senior Procurement Officer (Trainee)	1			1	
Systems, Processes & Tools Manager	0				1
Procurement & Systems Manager	1		1		
Commercial Officer Systems	1	1			1
Commercial Coordinator	1	1			1
iProcurement Analyst	2		2		
Commercial Apprentice	1	1			1
TOTALS	35	14	11	10	22

4.6. The Procurement Shared Service proposition is based around a team of procurement experts that will:

- Support the delivery of financial savings and non-financial efficiencies from contracted services both through competitive procurement and supplier negotiations;
- Deliver value and innovation through leading a programme of procurement across the shared service;
- Use category management techniques and spend analytic tools to enable smarter and where appropriate collaborative procurement;
- Analyse and provide sector specific market intelligence to commissioning experts to inform decision making to allow for market making and market shaping;
- Develop a set of contract standing orders for the shared services that is generic where it is able to be whilst recognising the respective Councils making up the shared service will have specifics that they will wish to maintain;

[7] Post shared with Harrow, and included in Harrow staffing to avoid double counting

- Develop procurement processes that are generic and support the lean delivery of projects whilst at the same time ensure good governance and probity;
- Manage procurement boards across clients to ensure adequate officer scrutiny is given to decisions to commence procurement and award contracts;
- Manage and record procurement risk at a corporate level and also at procurement project level;
- Offer training and development in commercial and procurement to services;
- Where possible and cost-effective the offer is developed to suit each shared services organisation; and
- Support the delivery of strategic contract management and Supplier Relationship Management.

4.7. The PSS will aim to provide some or all of the activities described below (see section 6.6 for proposed split of activities).

- Commercialisation & Procurement Strategies

  The development of strategies will be the responsibility of the PSS. However they will need to be tailored to the needs of each of the participating councils.

- Achieving savings

  The PSS will assist the participating organisations to achieve savings through collaborative procurement, sharing best procurement practice and ensuring efficiencies are implemented in procurement processes and systems. It will also assist the councils to achieve revenue generation through commercialisation activities.

- Category management

  Category management is a strategic process-based approach that focuses on the vast majority of a council's spend on goods and services with third-party suppliers. It will be used by the PSS to structure the new organisation and as a basis for providing future services.

- Market management

  The activities that will be undertaken typically include researching and analysing the market as a whole to gain an understanding of who are the key players in the market, their relative strengths, which councils are using them and how important each council is to a particular supplier. This work will assist with the development of strategic procurement options and can be added to business cases. In the main the PSS will provide advice and guidance on markets to clients.

- Needs analysis

The first step in any procurement process is to identify and fully define the need in relation to the activity. This is predominantly performed by services, and the PSS will provide advice and guidance should it be required.

- Specification development

  The specification is developed to define the business requirements clearly and communicate these to suppliers effectively to facilitate the evaluation of goods, services and works against the agreed specification. The PSS will provide advice and guidance but the ownership of the specification will continue to be with the service.

- Drafting of tender documentation

  A standard set of tender documentation will be available for all clients and services. It will be developed and maintained by the PSS team, and services will be made aware of how to access it through a central document repository.

- Tendering

  For high value (above a value to be determined) and/or high risk procurements the PSS will provide a project manager to manger the tender. For smaller value or less complex tenders the PSS will provide an oversight and advisory service as well as any template documentation that is required.

- Negotiation

  Negotiation is defined as a process of "communication with the objective of reaching an agreement by means, where appropriate, of compromise". A successful negotiation is one that accomplishes this goal and that secures supplies, materials and services of the right quality, in the right quantity, at the right time, from the right source and at the right cost. The PSS will provide an oversight and advisory service unless clients require a more involved service at cost.

- Commercial and procurement advice and support

  The PSS will be available to provide advice and support locally initially through the use of local Commercial Business Officers. More complex requests will be passed to the relevant Commercial Business Specialists.

- Contract Management

  Once a contract has been awarded and a new service procured, contract management falls under business as usual. However this activity varies across different clients and services and good contract management depends upon the commissioner or actual contract manager. The PSS will implement an improved process for contract management across all clients.

- Support new business models/opportunities

As part of the PSS, Commercialisation will form a key part of the service moving forward. The team will assist services in identifying opportunities, advise on possible corporate structures as required and lead on the creation of companies.

- Ensuring compliance to legislation and council policies

  The PSS will ensure that EU legislation will be complied with and that council policies will be applied.

- Commercialisation

  The PSS will have the capacity to explore commercialisation opportunities in each council. This will also enable sharing of different council approaches to commercialisation and by combining teams will enable the possibility of maximising opportunities.

- Social Value

  The Public Services (Social Value) Act 2012 requires public authorities to pursue community benefits with regard to economic, social and environmental well-being as part of their procurement of public services contracts. The coming together of the three organisations will allow for social value to be embedded into the procurement process consistently to drive an increase in community benefit realisation through collaborative procurement and the required lotting of requirements.

- Governance

  Governance is the process to manage procurement activity and report on performance of the PSS. It will include the use of Gateways and Procurement Boards. Initially the governance arrangements will be specific to each Council with the aim of standardising them over time.

- Systems

  Systems covers all IT systems and these could include bespoke or off the shelf solutions. Whilst it is possible that some systems will be common between Councils (such as the Due North e-tendering solution), in the short term it will not be possible to integrate or standardise them. The longer term aim will be to standardise systems and processes across the PSS. ERP systems will remain outside the scope of the PSS, but links and the way the systems are used will be reviewed once the shared service is operational.

5. The Options for Delivery

5.1. This section outlines the various options for how commercial and procurement services can be provided to the three councils in a cost efficient and effective way. The three main options considered were joint working, to share services and outsourcing. These were all compared to the option of 'doing nothing'.

5.2. The first option considered for each organisation was a baseline option to 'Do Nothing'. The following table outlines the current service and why doing nothing is not an option.

Council	Features of Current Service	Implications of doing nothing
Harrow	• Built around Category Management • Advisory for small procurements • Advisory for medium sized unless higher risk • PM for high value (.£500k) or high risk procurements • Procurement officers support all areas • Single role for systems • Knowledge of procurement and buy-in varies across services • Improved stakeholder relationships in all directorates • Category plans are used • Categories being aligned with Brent • Starting to sell services to other organisations (e.g. WLWA, LGA)	• Inability to make significant cost savings over the next two years, without destroying service • Continued difficulty to recruit to vacant positions • Limited resilience built in to local solutions, and further cuts weaken this further • Limited career progression • Limited training opportunity or skills development • Further move towards transactional, and away from strategic, procurement • Difficulty in assisting services to make their savings targets • Limited ability to collaborate on procurement opportunities • Inability to fund commercialisation activities
Brent	• 5 Senior Category Managers, loosely aligned to directorates • Small pool of procurement officers support all areas • Different categories have different approach to service, from hands-on approach to lighter touch • Categories being aligned with Harrow • Director of Procurement now being shared with Harrow • Category plans being implemented currently	• Inability to make significant cost savings over the next two years, without destroying service • Continued difficulty to recruit to vacant positions • Limited resilience built in to local solutions, and further cuts weaken this further • Difficulty in assisting services in making their savings targets. • Further move towards transactional, and away from strategic, procurement • Limited career progression • Limited training opportunity or skills development • Limited ability to collaborate on procurement opportunities
Buckinghamshire	• Small team managing procurements above the EU threshold of £173k • Services are only mandated to inform	• Continued difficulty to recruit to vacant positions due to local competition

Council	Features of Current Service	Implications of doing nothing
	procurement of projects above the EU threshold • Provide an advisory service for other procurement queries • Have recently removed 'category management' • Lack of procurement strategy	• Staff morale has been impacted by recent changes • Further move towards transactional procurement • Limited amount of resilience built in to current service • Limited career progression • Limited training or skills development • Limited ability to collaborate on procurement opportunities • Limited access to procurement specialists

5.3. To summarise the above Brent and Harrow have significant budgetary pressures that mean the current models will not be viable in the future, with the levels of savings required. Buckinghamshire require a service that is resilient and can attract high quality staff. It also requires access to procurement specialists that it struggles to recruit currently. It is for these reasons that the option to 'Do Nothing' or continue operating as today, is not a viable solution.

5.4. **Future Delivery Options**

5.5. In determining the options for delivery of a shared service for Commercial and Procurement activities research was undertaken of models that have been implemented elsewhere in the public sector arena. The Institute for Public Finance (IPF) have produced a paper[8] that details the various options available for a public sector shared service. In general the options can be split into three categories, characterised by different relationships between the partnering organisations.

5.6. The three main options (after excluding the 'do nothing' option) are:

- **Joint working:** in which participants try to consolidate functions within existing institutions – the least sophisticated of the three options. This often begins by merging internal services into a single unit, but can be extended to apply across organisations. However, each partner acts independently and retains responsibility for the service in-house. For example, several local authorities might collaborate on commodities procurement and agree to negotiate jointly with suppliers, but they each continue to employ and manage their own purchasing staff. This could also be the sharing of a particular post across two organisations, such as sharing the Head of Commercial and Procurement across Brent and Harrow.

  Joint working is an ad-hoc sharing of learning and agreements to co-ordinate action. Whilst it can be formal or informal, it is more likely to be small scale agreements,

[8] IPF Occasional Paper, Shared Services: The Opportunities and Issues for Public Sector Organisations, Richard Whiter

such as sharing a post. It can provide access to extra skills and resources and will be a relatively cheap and less disruptive option. As in sharing a post it will be a good way to develop trust between organisations and will be relatively cheap, as there will be no procurement costs. However it will be difficult to change or streamline processes and sustaining significant change will be difficult. It would not resolve resilience issues nor fill gaps in resourcing. Progress will be difficult to sustain without further integration.

- **Shared Services**, in which one organisation (private or public sector) assumes responsibility for running services for others. Insourcing, outsourcing and PFI initiatives also fit into this category.

  A shared service in this instance is where one public sector organisation provides services to one or more other organisations. It would mean that the lead authority would be the service provider and other organisations would delegate their service delivery to that lead organisation. This would have the benefits of increasing the size of the team, pooling skills and resources, enabling greater resilience and the ability to achieve economies of scale. As a delegation to another public sector organisation there would be no requirement to undertake an expensive and lengthy procurement exercise. The drawbacks include possible political issues about governance and control of the shared service, opposition from staff, especially around potential relocation and a risk that weaker clients may require proportionately more input than more established ones. A significant consideration would be the choice of an appropriate employment model that minimises management, pay and reporting complications.

- **Outsourcing**, in which participating bodies decide to establish, or use another, organisation to deliver services for them at arms-length. This would require a procurement exercise.

  For the purposes of the Procurement Shared Service there was no appetite to create an arms-length organisation to deliver the service due to the complexity in procedural terms of establishing a special purpose vehicle or other local authority controlled company. In addition outsourcing to an external provider was not considered as the way forward, as it would limit the savings potential and the scale of the outsource would be too small to generate the savings required. This effectively ruled out this option, and no further analysis is provided.

5.7. In order to determine the model for the Commercial and PSS the following table illustrates the rationale used for selecting a model that would work best.

Option	Features	Rationale
Joint Working	The 'ad-hoc' nature of the agreement could lead to unclear accountability and difficulties in sharing risk and benefits.	Not recommended. The experience of other Councils operating this model is that it doesn't fully commit Councils to making the service work and provides difficulties through having staff bon different terms and conditions. In

Option	Features	Rationale
		addition the structure would not be suitable for an agreement between a number of organisations.
Shared Service	One organisation manages and supplies services to others.	This is the recommended option – it enables a structured service to be created, whilst generating economies of scale and savings for each partner.
Outsourcing	Services transferred to a private sector partner.	Not recommended – this would 'lock' the Councils in to a particular contractor and restrict the opportunities to make further savings through adding additional Councils and services to the arrangement. There have been a number of outsourcings of procurement (e.g. SW ONE) that have has poor outcomes for the Councils participating. In addition, currently there is no demand or desire to outsource work or staff.

5.8. **The Recommended Option**

On the basis of the research, and taking into account the requirements of the three organisations, the Shared Service model is recommended.

- It was agreed that maintaining the status quo is not an option due to the savings each has to make, and the other challenges in running small procurement functions. As a result delivering services in a different way and sharing them with others was now considered the only option to make further savings and continue to provide a resilient service.

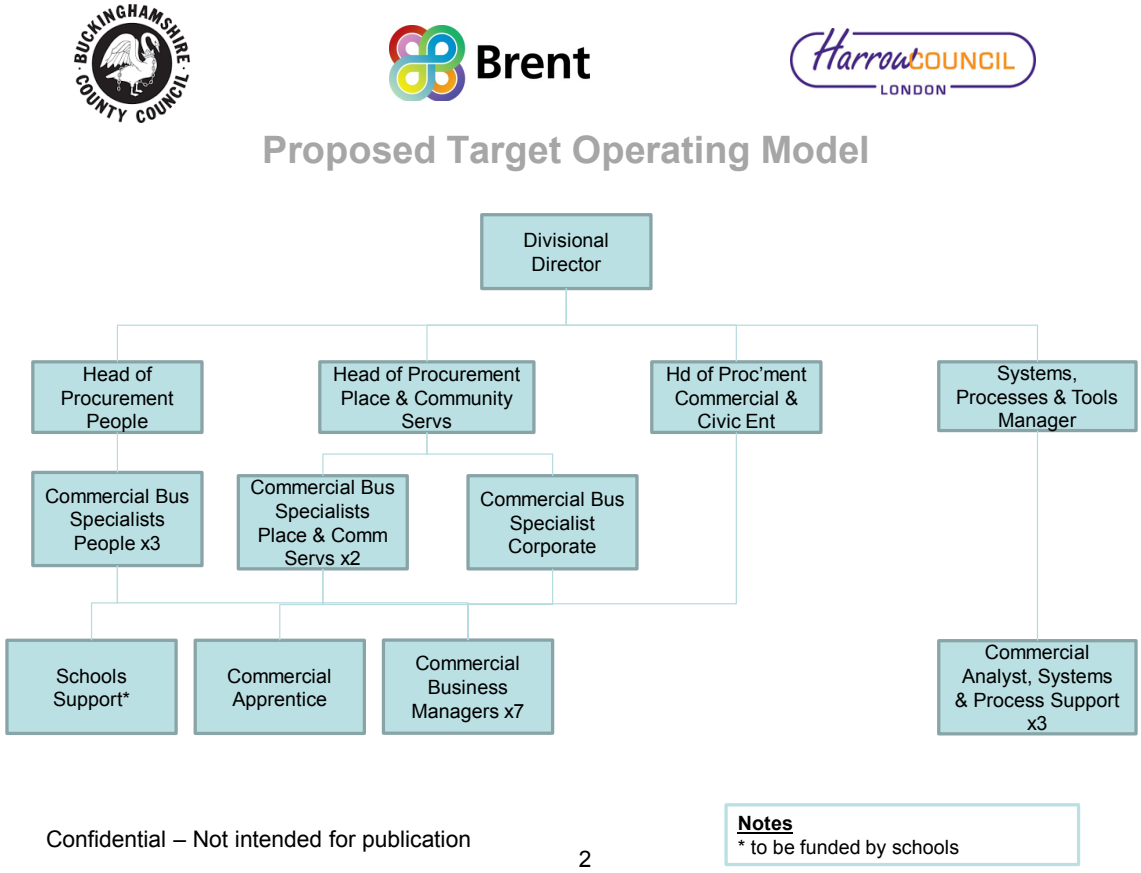
- The Shared Service model is a popular vehicle for initiating shared services in local government. It provides clarity as the service is delivered by one authority to another under delegated agreements. The arrangements are generally governed by an Inter Authority Agreement (IAA), which is set up for a defined purpose. The services are delivered and managed within the decision making framework of the Lead Authority, which would be underpinned by comprehensive delegation agreements and service level agreements. Staff from other authorities can TUPE to the lead authority which will make cultural change less challenging.

- Accordingly it is recommended that staff from LB Brent and Buckinghamshire are TUPE transferred to Harrow Council. This process will require a formal process of consultation, but it will provide clarity for staff and protection for employees in terms of job security, pension and contractual terms of employment. As it provides a single employer model, the cultural changes required to deliver the practice will be easier to achieve.

6. Proposed Target Operating Model

6.1. Business Model

The proposed target operating model[9] is shown in the following diagram. This proposal will be subject to formal consultation and may change as a result.



- The host authority is proposed to be Harrow Council which will manage procurement staff across all Councils. Staff will be located at the Council where it is most appropriate to carry out their work; this approach retains flexibility to respond to local circumstances and requirements. However it still permits the full benefits of economies of scale, effective process design and re-design, career development and cost reduction.

- Underpinning the new approach to management is a focus on the key strategic goal of expanding as a shared service, promoting income generation and creating stakeholder value. Thus the service re-design will include changes to the overall business model, not just efficiency savings.

- The key features of the new service will be that there will be one Procurement Director responsible for the performance of the team and for providing direction to

[9] The proposed target operating model described in this section will only be consulted on, and possibly implemented, after an assessment of the operations of the combined procurement teams has been performed, and only if there are valid economic, technological or organisational reasons.

the service. This role is likely to spend their week moving between the three organisations.

- It is proposed that there will be two Heads of Procurement aligned to main categories of spend. These roles will be peripatetic and serve all three councils, dependent upon the demand for their services.

- In addition there will be a Head of Procurement responsible for Commercialisation activities.

- There will be five Commercial Business Specialists arranged in groups that align to the service areas that they will support. These staff will not be based nor aligned to a particular council but will provide peripatetic support across all three Councils.

- Commercial Support Officers, or Procurement Support Officers, will be part of the PSS Team but will be located within the Council that they are likely to spend the majority of their time supporting. They will be enabled to provide support across all organisations.

6.2. Governance arrangements will need to be agreed by all parties prior to the detailed work on creation of the service. It is proposed that a three-council governance board meets quarterly to review performance and consists of senior Directors from each organisation. Initially this board will need to agree the governance arrangements, agree the role profiles and appointment process and how future partners could be brought into the arrangement. The PSS will report on performance and outcomes to Portfolio Holders annually. To assist with this, a suite of KPIs will be developed as part of the Inter Authority Agreement.

6.3. Optional Activities will be defined in a menu based service and 'purchased' by councils on an 'as required' basis. It will need to be agreed as to how they will be priced and how they will be delivered.

6.4. A draft set of Design Principles have been created, which support the transition to a shared service and ensure that the design aligns with the vision for a shared procurement practice.

Area	Principles
Processes	Standardise processes unless they need to be different
	Maximum time on professional role
	Greater efficiency of process – faster – better for customers – easier - simpler
	Eradicate duplication across Councils
	Optimal use of resource and performance regulated by Business Practice Manager

Area	Principles
Organisation	Standard terms and conditions will enable consistent treatment of all staff, irrespective of where they are working and ensure that activities can be consistently priced. In addition it will make filling vacancies easier, rather than having to recruit to different terms for different organisations.
	Staff will TUPE transfer into Harrow Council and be on their existing terms & conditions.
	All impacted staff will be able to apply for new roles unless ring-fencing applies. Once the target operating model and role profiles have been agreed, positions will be advertised in all three partner organisations. All applicants that are shortlisted will be interviewed by a panel that has representatives from all three organisations.
	TUPE will apply to staff that transfer into Harrow Council.
	Customer focused culture with expert professionals.
	A resilient flexible and scalable business model
	Where possible the new Commercial and Procurement Service will share assets (such as ICT, buildings, resources, management)
	Use internal talent to redesign the business, taking the best from each other to capitalise on strengths and reduce weaknesses
	Sustainable, cost effective and efficient shared services which are highly competitive and that can provide savings/economies of scale
Technology and Information	Each Council will continue to use their existing ERP system (SAP or Oracle). The benefits from implementing one ERP across all three organisations do not outweigh the significant costs (investment, implementation and change) that would be incurred through the implementation.
	The PSS will look to implement common systems across the three councils, with the exception of the ERP system. These would include sharing tendering packages, contract management systems and …
	The target operating model will include a Systems Manager who will be responsible for ensuring consistency of systems across all the organisations, implementing standard processes around those systems and managing the day to day running of those systems.
	In order to obtain benefits and economies of scale the proposal is to align category management and analysis across the three councils.
Location	In order to maximise efficiencies the target operating model will specify that some posts, probably the more senior roles, will require the post holder to travel between the three locations.
	Unless a system is specific to one partner, it is envisaged that the systems team will be based in one location. This will help to create a centre of excellence for systems and enable the team to share knowledge.
	The target operating model will be designed so that staff can be co-located, enabling a consistent coverage for each of the three partner organisations.
Business	Operating model is able to adapt to meet the changing needs of the

Area	Principles
Growth	Councils
	Needs to be business focussed and attractive to others
	Create a competitive advantage to develop income generation opportunities

6.5. Commercial and PSS Sizing

In order to establish the procurement workload that the PSS would inherit from the respective boroughs, an analysis of the contract registers across the shared services was undertaken. Across the three boroughs there were 361 significant contracts (broken down per borough in the table below) which were identified as being due to expire from now to the 31st March 2019.

	Brent	Bucks	Harrow
Significant Contracts	97	123	141

Based on the possible future operating target model (section 6), the above contracts were allocated across a team of 15 procurement professionals. The outcome was that from the point of the PSS going live 24 procurement projects would be allocated to each of the individual professionals in the team.

This number of projects /workload for individuals within a procurement function is consistent with the experience of procurement professionals and the workload they manage. Much of the time this workload is staggered and is also a composition of both complex high value and less complex lower value procurement projects.

Also the detail behind these contract numbers as yet has not been established; there may be opportunities to collaborate on similar categories; where it may be possible to access existing frameworks for procurements; and other improved outcomes of the PSS such as generic systems and processes.

6.6. Scope

The following table outlines the proposed split of activities. It intends to provide an indication of who is responsible for the activity in the future along with possible variations.

Activity	PSS		Services	Other
	Local	Shared		
Drafting Commercialisation & Procurement strategies		Lead		

Activity	PSS	Services	Other
Achieving Savings	Depends upon the nature of savings required		
Compliance with EU and Council priorities	Lead		
Category management	Lead		
Market management	Lead		
Needs analysis	Support	Lead	
Specification development	Support	Lead	
Drafting of tender documents	Support	Lead	
Tendering	Depending upon the shared service role required		
Negotiation	Lead	Support	
Advice & support	Depending upon the nature of the advice or support required		
Commercial trading arrangements	Lead		
Contract management		Lead	
New business models	Lead		
Commercialisation	Lead		
Social Value	This will be led by the Divisional Director and be input into each procurement as required		
Managing procurements through governance boards	Lead		
Governance & systems	Lead		

The intention is to create one team that provides services to the three partner councils in a seamless and efficient way. It will be under the stewardship of a Divisional Director who will be shared with all three councils. The main contracts requiring procurement management will be determined from reviewing each organisation's contracts register and developing a procurement programme. The team will consider the value and risk profile, recognising that significant procurements (such as those above the EU Threshold) will need closer attention.

6.7. IT Considerations

IT will be an enabler to ensuring that the PSS staff can perform their duties to each of their clients with minimal disruption. More detail about the proposed IT solution is provided in section 9.3.

6.8. Procurement Shared Service Governance

The new shared service will be overseen by a Divisional Director of Commercial and Procurement. From a shared service governance viewpoint, the post-holder role will report into the three partner councils on a quarterly basis. The Divisional Director of Commercial and Procurement will produce an annual report that will be presented to each Council's Cabinet. The annual report will also outline the estimated budget for the shared service, and determine the share of the costs for each partner organisation in time for the annual budget setting process.

The Divisional Director of Commercial & Procurement will produce an annual Procurement Report and present this to a Shared Services Steering Group which consists of the relevant Portfolio Holders/Members from each of the three councils. This body will also be responsible for agreeing any changes in the proportion of cost allocation as well as considering applications from other organisations to join the Procurement Shared Service.

On an on-going basis PSS staff will attend relevant meetings with Services/Business Units and sit on the relevant individual procurement and programme Boards, as they currently do.

6.9. How will the PSS support Harrow Council?

The PSS will support Harrow by providing the following:

- The service will support each procurement that is over the current threshold (£100,000);
- In providing the above, the shared service will be able to bring procurement experts and experience from the other councils;
- Provide greater resilience, should staff become unavailable or leave;
- Initially the same systems and processes will be followed but these will be streamlined and aligned over time;
- Staff will be available to work on procurement activity and processes but they may not necessarily need to be on site; and
- Both the quality of work and the outcomes being delivered will be overseen by senior managers.

In addition, other activity that the shared service will provide (if required) includes:

- An advisory service for procurement activity below the threshold;
- Sharing of commercialisation expertise and experience;
- Sharing of techniques to include social value in procurement activities;
- Collaborative procurement opportunities, both with current partners and potential future partners; and
- Provide access to a wider talent pool.

6.10. How will the PSS support Brent Council?

The PSS will support Brent by providing the following:

- The service will support each procurement that is over an agreed threshold;
- In providing the above, the shared service will be able to bring procurement experts and experience from the other councils;
- Provide consistency across the council in the way procurement activity is undertaken, reducing the risk of failure to adhere to CPR's;
- Reducing the reliance on interim resource and removing the problem of vacant posts;
- Provide greater resilience, should staff become unavailable or leave;
- Initially the same processes will be followed but these will be streamlined and aligned over time;
- Staff will be available to work on procurement activity and processes but they may not necessarily be on site; and
- Both the quality of work and the outcomes being delivered will be overseen by senior managers.

In addition, other activity that the shared service will provide (if required) includes:

- An advisory service for procurement activity below the EU threshold;
- Sharing of commercialisation expertise and experience;
- Sharing of techniques to include social value in procurement activities;
- Collaborative procurement opportunities, both with current partners and potential future partners; and
- Provide access to a wider talent pool.

6.11. How will the PSS support Buckinghamshire Council?

The PSS will support Bucks by providing the following:

- The service will support each procurement that is over the EU threshold (£173,000);
- In providing the above, the shared service will be able to bring procurement experts and experience from the other councils;
- Provide greater resilience, should staff become unavailable or leave;
- By creating a shared service, vacancies could be filled from a larger pool of applicants;
- Initially the same processes will be followed but these will be streamlined and aligned over time;
- Staff will be available to work on procurement activity and processes but they may not necessarily be on site; and
- Both the quality of work and the outcomes being delivered will be overseen by senior managers.

In addition, other activity that the shared service will provide (if required) includes:

- An advisory service for procurement activity below the EU threshold;
- Sharing of commercialisation expertise and experience;
- Sharing of techniques to include social value in procurement activities;
- Collaborative procurement opportunities, both with current partners and potential future partners; and
- Provide access to a wider talent pool.

7. Benefits, Disbenefits and Outcomes

7.1. Benefits

It is contended that combining the 3 individual teams into one shared service team will provide the following benefits:-

7.1.□.1. Reduced overall cost

The combination of three procurement teams will allow for the release of economies of scale and an overall reduction in cost. This will be by reducing the spending on staffing and systems, and enabling combined procurements.

These savings will be achieved by:

- Combining expertise in category management to share knowledge and resources and to determine the potential collaborative opportunities.
- Aggregating spend on common goods and services to make savings, but without compromising on providing opportunities for local businesses.
- Delivering a programme of contract management training in order to improve our supplier management capabilities and developing three Council-wide approaches to contract management in order to gain most value from the supply chain.
- Undertaking a comprehensive spend and supplier analysis across the three Councils in order to identify where improvements, savings and efficiencies might be achieved.
- Developing and delivering a pipeline of collaborative, 3-Council procurement projects.

7.1.□.2. Ability to attract staff

All three boroughs have struggled to attract staff of good quality to their structures. It is considered that in part this is due to location, but it is considered that the salaries that can be offered and the lack of subsequent career opportunities are also key determinants. As the size of the teams shrink this situation will be exacerbated. Combining the teams offers the opportunity to provide a structure that can provide salaries and career opportunities at the levels to attract good staff. Having staff of the right quality will also enable procurement teams to hold discussions at the appropriate level with service-based staff on forthcoming procurements and to be able to influence the direction of those.

7.1.□.3. Enable a more commercial approach to be taken in the boroughs

Related to the issues of attracting staff with the correct skills and calibre, it is proposed that any shared service structure adopts a commercial approach to its

work. In particular this will involve having a remit to drive income generation, work with Services to establish trading vehicles and taking a risk based approach to procurement.

7.1.□.4. Greater savings by combining procurement activity

Over time it will be possible to align many of the procurements of the 3 boroughs. The area where 'quick wins' can be made will be in areas such as corporate procurements and commodities (i.e. insurance, telecommunications, commodities, etc.) as typically these areas do not have 'owners' so decisions will be able to be made quite quickly about joining these up. Contracts owned by service departments will, typically, be harder to join up and will take a longer period to do so. Notwithstanding that, significant benefits are anticipated from being able to approach relevant markets with greater purchasing power and from a consistent offering.

In addition to the direct savings, savings are also possible from standardising documentation (e.g. ITT and contracts) and other support services, such as legal and finance support. However it is recognised that partners may require that the provision of other support services could need to remain with the procuring council. Further discussion is required between partners about how this support will be provided.

7.1.□.5. Systems approach and supplier spend/management synergy

The 3 boroughs use different ERP systems as Brent uses Oracle and Harrow and Buckinghamshire use SAP so there will be a need to continue to support both systems. However there is an opportunity for all organisations to access shared contracts through catalogues hosted on the e-marketplace. The marketplace supports both SAP and Oracle and is currently implemented in Brent. All Councils currently use Due North for their e-tendering requirements so there are some synergies that can be gained from this. Both Harrow and Brent Boroughs use the Pan London Contracts Register.

Spend analysis will be extracted from the ERP systems, combined and analysed through the Local Authority standard classification 'ProClass'. Brent has recently implemented improvements to their P2P system to enable improved categorisation by ProClass.

Bucks also use off the shelf tools (MINT and BvD Fame) to provide details about suppliers and the markets.

7.1.□.6. Contract and supplier relationship management

The 2 boroughs use a number of common suppliers; over time as the boroughs increasingly undertake joint procurements this number will increase. The benefits of sharing suppliers are that a cohesive approach can be taken to their contract and supplier relationship management to reduce costs and improve performance.

This will assist to ensure that suppliers aren't using differential pricing across the boroughs' contracts.

7.1.□.7. Supporting local economies

The PSS will ensure that all participating council's objectives in relation to social, economic and environmental aims are delivered. Best practice will be shared across the three organisations, using a base set of documents and principles that take the best elements of each council. In particular the following activities will be considered by the PSSs team:

- Include criteria relating to social, economic and environmental objectives in all contracts;
- Ensure equality of opportunity to bid for all suppliers, which would include improving accessibility for sole traders, small and medium sized enterprises (SME's);
- Ensuring that payment of the London Living Wage is considered in London procurements, and payment of the Living Wage is considered for all others;
- Improving management information so that spend can be tracked consistently across the PSS, in particular with local businesses and SME's;
- Including targets for waste, recycling and energy consumption in requirements wherever possible; and
- Maintaining best practice by ensuring Equality and Diversity requirements are addressed in all procurement documentation.

7.1.□.8. Schools

Both London boroughs have a procurement resource for schools. Brent has a Senior Category Manager whilst Harrow has a Commercial Officer funded through contributions from schools. It is considered that there is a significant opportunity to better utilise these 2 roles to provide a more comprehensive schools service that can expand to provide a service to an increased number of schools, other boroughs and Academies, etc. This will require active marketing and promotion to reach into areas where opportunities may exist and will be achievable out of existing budgets.

7.1.□.9. Increasing the Shared Service offering

The additional benefit from joining up the teams is that it provides a platform for sharing procurement services with other public sector bodies by providing a clear track record and a firm basis on which to build additional capabilities.

7.2. PSS Economic Position

The economic case has been built around a number of assumptions. The target operating model has been constructed using the revised budgets of the three councils. It is proposed that fixed costs will be split between the three councils in proportion to the budget provided at the outset. Any variable costs in future years will be split on the basis of the commissioned service as set out in the service plan, while consumables will be paid by the council that they are intended for.

The proposal for income sharing is as follows:

- The small amounts of existing income from arrangements that exist before the creation of the PSS will be retained by the PSS (as the resources being used to deliver the service will be from within the PSS).
- Future income (such as from selling services or rebates), generated by the PSS will be shared in the same proportions as costs but only after £500k has been achieved. This will allow the initial income to be reinvested into the PSS in order to grow the service, meet the needs of the three councils and identify further income generating opportunities with the aim of making the service zero cost to the founding councils within five years.

Future (external) trading will be considered with other non-local authority organisations but not in the immediate future.

Each participating council will be charged a proportion of the cost of the PSS based upon the relative proportions of the 2016/17 budgets. This means any surplus or deficit will be apportioned in line with fixed proportions. On this basis, the PSS will enable the release of savings for Harrow and Brent Councils, ensuring that they achieve their respective targeted cost reductions.

The Shared Service Management Board[10] will agree the mechanisms by which to monitor performance. Any changes to allocation of costs, including as a result of the withdrawal of a partner, or sharing of income following the initial agreement will need to be agreed by the a board[11] consisting of the relevant Portfolio Holders from the partner organisations.

[10] Name to be agreed
[11] Steering Group

Procurement Shared Service Summary				
	Yr 1 £'000s	Yr 2 £'000s	Yr 3 £'000s	Annual Uplift
Contributions:				
Brent	541.167	545.988	550.857	0%
Buckinghamshire	388.222	391.680	395.173	0%
Harrow	573.018	578.123	583.278	0%
Total Contributions	1,502.407	1,515.791	1,529.309	
Salary Costs	1,332.000	1,345.320	1,358.773	1%
Other Staffing Costs	40.000	40.000	40.000	0%
Other Procurement	124.000	124.000	124.000	0%
Overhead Contribution	6.407	6.471	6.536	1%
Total Costs	1,502.407	1,515.791	1,529.309	
Surplus / (Deficit)	-	-	-	

PSS	2016/17 £
Income (from 7.4)	1,502,407
Costs (from 7.5)	1,502,407
Surplus / (Deficit)	**£0**

Any surplus or deficit will be shared amongst the partner organisations, either offset against costs or as an increase in the annual cost of the service. Where required full cost and income information about the shared services operations will be provided to the partners by Harrow Council.

7.3. Cost Apportionment

Operational costs incurred by the PSS will be recharged to partner organisations in direct relation to the proportion of budgets that were agreed at the outset of the project. The following table illustrates how operational costs will be apportioned on an annual basis.

Council	Original Budget £'000s	Allocation Proportion[12]

[12] Proportions based on a %age of the Total Original Budget and rounded to 4 decimal places

Council	Original Budget £'000s	Allocation Proportion[12]
Harrow	573[13]	0.3814
Brent	541[14]	0.3602
Buckinghamshire	388[15]	0.2584
Totals	**£1,502**	**1.0000**

Any over- or under- spend in a financial year will be apportioned to the three partners on the basis of the proportions above.

7.4. Procurement Shared Service - Council Contributions

Income for the PSS derives initially from three sources: Brent and Bucks Councils (actual income) and Harrow (notional income). In order to keep the method of apportionment simple, income has been assessed Assuming a 'Go-Live' in April 2016, and a full 12 months operation in the first year. The following table illustrates how each organisation has agreed to fund the PSS.

	2015/16 Budget £	Savings Required[16] £	Amount Available £
Harrow[17]	863,000	290,000	573,000
Brent	813,176	272,000	541,176
Bucks	430,146	41,915	388,231
Total	**£2,106,322**	**£603,915**	**£1,502,407**

The intention is for the PSS to generate income over and above the regular contributions from partners by selling their services to other local authorities, government departments and third parties. The pricing of these activities will be dependent upon the nature of the activity and whether it can be performed by existing resource or whether temporary resource would be required.

Contribution to Harrow overheads by Brent and Buckinghamshire will be discussed as part of the negotiations of the Inter Authority Agreements. The current overheads incurred by the Harrow Procurement Team are calculated at £9k per person (£7k excluding capital items) and as such it is expected that each of the partnering councils will contribute to Harrow based on this amount and dependent upon how many staff transfer to Harrow Council.

[13] After allowing for reductions in budgets in years 1 and 2
[14] After allowing for reductions in budgets in years 1 and 2
[15] After removing savings target of £12,388 and an adjustment for the pension deficit position of £29,527
[16] Savings required in 2016/17 and 2017/18
[17] Notional as there will be no budget transfer

7.5. Procurement Shared Service Costs

The PSS has been designed to deliver savings across Brent and Harrow from day one, and an improved and more resilient service for all partners. Using the staffing structure outlined in section 6.1 the annual cost of the new PSS will be £1,502k in the first year of operations.

Annual Costs	Yr 1 £	Yr 2 £	Yr 3 £
Salary costs	1,332,000	1,345,320	1,358,773
Other staffing costs[18]	40,000	40,000	40,000
Other procurement related costs (see 7.5)	124,000	124,000	124,000
Overheads Contribution	6,407	6,471	6,536
Total Cost of Shared Service	**£1,502,407**	**£1,515,791**	**£1,529,309**

Assumptions behind the figures outlined above include:

i. Each year above has been considered as a full year.
ii. The salary costs relate to a full year of the new TOM.
iii. An uplift in salary costs of 1% has been added to subsequent years.
iv. Salary costs (including on-costs) are based on the following number of roles.

The breakdown of Salary Costs is provided in the table below.

PSS Roles*	Grade[19]	Number of Posts	Salary (inc on-costs) £	Total Staff Costs £
Divisional Director	D1 (point 5)	1	145,000	145,000
Head of Procurement	MG4 (point 5)	2	100,000	200,000
Head of Commercial Services	MG2 (point 5)	1	75,000	75,000
Commercial Business Specialists	MG1 (point 5)	6	65,000	390,000
Commercial Business Managers	G10 (point 41)	7	50,000	350,000
Systems, Processes & Tools Manager	G10	1	53,000	53,000
Commercial Analysts	G7	1	35,000	35,000

[18] Travel, training and telecommunications
[19] Harrow Council grades, based on spinal scale mid-point unless otherwise stated

PSS Roles*	Grade[19]	Number of Posts	Salary (inc on-costs) £	Total Staff Costs £
Commercial Officer Systems	G6	1	32,000	32,000
Commercial Co-ordinator	G6	1	32,000	32,000
Apprentice		1	20,000	20,000
Schools Support			*Funded by Schools*	
Total Salary Costs		**22**		**£1,332,000**

For outline profiles for a number of these roles refer to appendix 4.

* All new roles will be subject to Job Evaluation, and if a market supplement is required then the Council's policy and process will be followed.

7.6. Other Procurement Related Costs

Other procurement related costs are mainly concerned with systems and the table below includes the costs and associated assumptions.

Cost	Value £	Assumption
Due North / ProContract	52,000	All councils currently use this e-tendering package.
Illuminator / PORGE	18,000	Currently Harrow and Brent use this research tool and it is assumed that this cost will not rise as there will be no increase in licences
EGS Marketplace	25,000	Brent & Bucks currently use EGS and there is no requirement for Harrow to use it
BvD & MINT	10,000	These are company research tools currently used in Bucks only.
Network Costs	10,000	For Bucks and Brent to provide the local LAN
Software	9,000	Harrow ICT charge to set up new users
Total Procurement Related Costs	**£124,000**	

7.7. First Year Operational Considerations

Whilst the amalgamation of the three teams is intended to take place in April 2016 there are considerations that need to be taken into account during the first year of operations. Firstly the shared service operating model will not be in place until July 2016 at the earliest. This will mean that the merged team will be operating at the current cost until the new model is fully staffed. In effect this would mean an increase

of approximately £150,979 for the first three months. The impact of this on each Council is shown in the following table.

Council	Original Budget £	PSS Contribution £	Saving £	3 Months Current Cost £
Harrow	863,000	573,000	290,000[20]	72,500
Brent	813,176	541,176	272,000[21]	68,000
Bucks	430,146	388,231	41,915[22]	10,479
Total	**£2,106,322**	**£1,502,407**	**£603,915**	**£150,979**

There is the possibility of additional year one costs should any redundancies be made. These will be effective from 1st July 2016 and may include notice periods of up to 12 weeks. No impact of this has been taken into account due to not knowing the impact of vacant posts, difficulty in determining likely notice periods and redundancy terms but the method of apportionment will be agreed by all parties. This will be confirmed and agreed before the 31st March 2016.

In addition it is possible that individuals may take roles that are below their current salary or grade. In these cases the individuals are allowed to continue for a period[23] on current salaries which would reduce the saving potential until they move onto the new pay grade.

These two factors can be offset against a combination of current vacancies and that £180k of LB Harrow's savings are not due until 2017/18, and the current case has them being realised earlier.

Finally the treatment of set up costs that will be incurred through the creation of the new shared service will need to be agreed as a first year cost that the partners will share. These include one-off ICT costs, HR advisory costs and legal advice on the creation of Inter Authority Agreements. These costs will be incurred by Harrow and funded from the Procurement budget in the short term, with the intention of reimbursing the budget once the new shared service is operational.

7.8. Redundancy Costs*[NB this section requires discussion/negotiation with each Council)*

Prior to the inception of the PSS and during its first year of operation (i.e. one year from the date of staff transferring) it is proposed that costs of any redundancy will fall to the previously employing Council. In subsequent years any subsequent costs will be incurred by the shared service and allocated to the partners in accordance with the

[20] Savings relate to 2016/17 and 2017/18
[21] Savings relate to 2016/17
[22] Savings target of £12,388 and an adjustment for pension deficit of £29,527
[23] This period will vary between councils, and it is possible that a reduced difference is also required for the second year

cost sharing mechanism. The aim is to minimise the potential for redundancies by removing vacant posts in each of the three organisations.

Voluntary redundancy (VR) schemes may be applied in accordance with each Council's Policies and Procedures, in advance of transferring to Harrow Council.

7.9. Other Costs

Consideration has been given to the potential requirement to top up the Harrow Council Pension Fund for those staff transferring into Harrow Council. However having sought legal advice the opinion is that if the transferring staff is less than 10 any transfer will have to be calculated by factors prescribed by the Government Actuary so there is no requirement to involve the respective pension fund actuaries[24]. The impact of this is that although there will be a transfer between funds it will not require topping up, and as such has no impact on the business case.

7.10. Disbenefits

The main disbenefits for the implementation of the PSS are:

7.10.□.1. Greater geographic movement

Whilst there will be staff located on their respective customer locations the operating model assumes that some of the more senior roles will be peripatetic. It is also possible that peaks of workflow may require movement between locations, especially if system access is not permitted remotely, but this will be kept to an absolute minimum.

7.10.□.2. Potentially significant increase in delivering competing priorities across 3 organisations

The creation of the PSS will reduce the resources available to provide Commercial and Procurement services across the three clients. This will mean that there is likely to be more competition for resources.

7.10.□.3. Commissioner across all three organisations feeling 'short changed' from the support they are receiving as they have been used to dedicated teams.

The current service that clients receive is likely to be tailored to specific service areas. The new shared service will be encouraged to provide a standard service which could mean that clients will feel short changed.

[24] Email from Linda D'Souza, Head of HR Operations, Harrow Council, 15th October 2015

7.10.□.4. Having to operate with different systems and processes, cultures and processes.

In the short term it is unlikely that there will be standards processes and systems. The culture and way of working in each council will also vary and add challenges to the PSS. Whilst this will be less of a concern for those staff based on specific sites, it may mean some staff will need to work with different systems and processes.

A complication will also be the different requirements expected from each Council's Legal and Finance teams.

7.10.□.5. Removal of a council-specific procurement service

Until the creation of a PSS each participating council will have had a procurement service that was tailored to their specific requirements. Whilst this would have changed significantly over recent years, due to budget cuts, the main activities and ways of working would be known to their clients. With the implementation of a shared service, this service will change to become a standard service across a number of organisations, thereby reducing the amount of bespoking. It will also mean a change to the relationships between the client and the shared service.

7.11. Outcomes

The PSS will provide a service that:

- Supports the delivery of financial savings and non-financial efficiencies from contracted services both through competitive procurement and supplier negotiations.
- Delivers value and innovation through leading a programme of procurement across the shared service.
- Uses category management techniques and spend analytic tools to enable smarter and where appropriate collaborative procurement.
- Analyses and provides sector specific market intelligence to commissioning experts to inform decision making to allow for market making and market shaping.
- Develops a set of contract standing orders for the shared services that is generic where it is able to be whilst recognising the respective Councils making up the shared service will have specifics that they will wish to maintain.
- Develops procurement processes that are generic and support the lean delivery of projects whilst at the same time ensure good governance and probity.
- Manages procurement boards across the shared services to ensure adequate officer scrutiny is given to decisions to commence procurement and award contracts.
- Manages and record procurement risk at a corporate level and also at procurement project level.

- Offers training and development in commercial and procurement to services. The offer is developed to suit each shared services organisation.
- Supports the delivery of strategic contract management and Supplier Relationship Management.

8. Timescales and Implementation

8.1. Implementation Timeline

The timescales for implementation are set out in the following table. The project commencement is the start of the first calendar month after month that Cabinet have given approval to proceed. The approach being recommended is to manage the transfer of al staff to the Lead Authority (Harrow Council) after the requisite consultation periods in both Brent and Buckinghamshire Councils.

Proposed Date[25]	Activity or Milestone	Description
2015		
December	PSS Business Case drafted	
	Inter Authority Agreement	Drafting of Inter Authority Agreement
	Staff and union engagement	Initial staff and union engagement to take place in all councils
	ICT solutions	Investigation into ICT options to enable staff to continue to work in Brent and Bucks after transfer date
2016		
January	Cabinet Decision (Harrow) (21st)	
	Call in period (ends (28th)	
February	Consultation on staff TUPE transfer	Transfer to Harrow (Brent & Bucks) – no fundamental change to job roles or location
	Agreement of high level terms	
	Measures Letter	Issue of Measures Letter (at least 30 days prior to transfer date)
March	Role Profiles drafted	
	Consultation pack	Begin the preparation of the Consultation Pack
April	Transfer Date	Brent & Bucks staff transfer to Harrow Council
	Assessment of the operating model and whether it meets the needs of the partner organisations	
	Consultation on shared services TOM	Consultation on the new PSS Operating Model
May	Outcome meeting	
	Consultation complete	
	At Risk / Redundancy letters issued	
	Interview & Selection	Staff invited to apply for new roles and panel[26] interviewed
June	Appointment	Successful staff appointed to new roles, redundancy notices given to those

[25] Dates are based on attending Harrow Cabinet on 21st January 2016 Cabinet
[26] Interview panel will consist of representatives for each council

Proposed Date[25]	Activity or Milestone	Description
		unsuccessful
July / August	New PSS Operating Model commences	

8.2. HR Considerations

The main HR considerations are outlined below. More detailed responses from each councils HR teams are included in Appendix 5.

Creation of the PSS
It is recommended that two phases are taken to create the shared service. Firstly, it is proposed that staff TUPE transfer from Brent and Buckinghamshire to create a joint service with Harrow. Staff and unions will be engaged and consulted about this activity between December 2015 and March 2016. The intention is then to transform the joint service into a shared service through an interview and selection process, should there be economic, technological or organisational justifications.

Redundancy
Agreement will be required to agree on the treatment of redundancy costs between the three partners. The proposal is that redundancy costs are shared depending on which organisation the staff originated from. This will be subject to negotiations in the Inter Authority Agreement. There are two alternatives: firstly the costs are added to the operational costs of the shared service and allocated proportionately or secondly, suffered by Harrow as the employing organisation. The second alternative is not acceptable to Harrow.

Additionally voluntary redundancy may be considered, but will need to be agreed as each partner council has differing policies which would be part of the TUPE requirement. *[NB check that this statement is correct]*

Profit Related Pay
Buckinghamshire staff are paid on a profit related pay scheme. On a TUPE transfer Harrow would need to ensure it can pay staff on this basis.

Protected Pay
Consideration will need to be given to the different protected pay policies that exist with each council.

Other Considerations
Other areas for consideration include:

- Travel cost differences between organisations
- Car parking availability for staff
- Working hours and flexible working arrangements (for instance Harrow staff up to G11 are on flexi scheme over 36 hours)
- The identification of staff on maternity and sick leave need to be included in consultation

- The importance that HR reps meet with all staff in February27 (on 1-2-1 basis) to understand individuals specific employment details (such as home working arrangements, part-time working).

8.3. Consultation

Staff and union consultation is an important part of a shared services project and will be required in all three organisations.

8.4. Location considerations

The intention is for staff to continue to work in their current offices on the transfer date and continue to work there until the new shared service operating model is implemented in July 2016. From that date onwards the location of staff will be dependent upon the specific role profile.

8.5. Project Critical Success Factors

A number of project critical success factors have been created as part of the service design principle development.

Critical Success Factor	Priority[28]	Definition
Delivery of savings - MTFS	1	Delivers cashable savings for all parties
Delivery of savings - on-going	1	Delivers cashable savings through collaborative procurement and savings through provision of professional advice
Delivery of low cost, quality services	1	Sustainable, cost effective and efficient shared services which are competitive and that can provide savings & economies of scale
Investing in people and skills	1	The importance of investing in people and skills to support sustainable business.
Resilience	1	Continuously improving and creating a sustainable business with new revenue streams
Ease of delivery	2	Is not complex in terms of implementation
Anticipate Customer Needs	2	Customer focussed shared service which highlights an understanding of cultural needs. It has a flexible and proactive approach towards its customers to realise customer satisfaction; and has a 'can do' attitude at its core

[27] Assuming that Cabinet approve the business case in January 2016
[28] These are per Harrow and Brent

Critical Success Factor	Priority[28]	Definition
Mandatory first request / refusal	2	To prevent fragmentation and duplication of provision, the shared service should be the first port of call for all procurement needs for all councils. Alternative provision should only be agreed where requests cannot be met.
Flexible	2	Provides a flexible model which can provide resources for peaks in demand and where partner authorities can join at a later date
Revenue streams	2	Develop revenue streams by looking for innovative ways to grow and be on the competitive edge by planning / reviewing market trends.
Governance & Compliance	2	Robust but flexible approach.
Multi-channel	2	Utilises ICT to deliver procurement service innovatively.
Provide a platform for continuous improvement	3	A flexible and scalable platform to support services by leveraging innovations in order to enhance market knowledge and self-development to gain competitive advantage

8.6. Set Up Costs

The following table includes an assessment of the costs required to create the PSS. In order to guarantee the success of the project Harrow Council will be injecting significant resource into the project.

Type	Description	Cost £	Source
Resources	HR Advisor	35,000	70 days at £500 per day
Resources	Legal Advice	25,000	Drafting IAA & associated matters
IT Hardware	Laptops for staff transferring	19,000	19 staff at £1,000
IT Software	Software cost	8,740	19 staff at £460
IT Set up	One off set up costs	6,650	19 staff at £350
IT LAN	Remote LAN set up in Brent & Bucks	40,000	£20,000 per location
IT App	Estimate to load an app in Brent and Bucks for access to ERP	10,000	£5,000 per location
	Total Set Up Costs	**£144,390**	

The assumptions behind the set-up costs are as follows:

- An HR advisor will be required to provide advice, guidance and direction throughout the process through to the appointment in the new operating model. This has been assumed as a full time role for three and a half months.
- There will be a requirement to obtain legal advice on the creation of the Inter Authority Agreements and associated matters.
- It has been assumed that 19 staff will become new Harrow employees and be provided with laptops at a cost of £1,000 each.
- For those 19 new staff the software cost has been estimated as £460 per person.
- Additionally these staff will also need to be set up on the Harrow systems at a cost of £350.
- A remote LAN will be required to enable staff to work remotely in Brent and Bucks[29]. This has been estimated at £20,000 per location.

Any costs incurred by Harrow as a result of the restructure of Shared Service staff which will be initiated on the 1st of April 2016 will be split between Harrow, Brent and Bucks in accordance with the budgets each council expect to provide in the first year of the Shared Service.

8.7. Implementation Team

A small project team will be required to implement the recommendations from this business case. It is proposed that there will be a Steering Group with Corporate Directors from each of the participating councils, along with the Procurement Director and HR representative(s). The project team will consist of at least one manager from each organisation, and include HR representatives.

[29] Subject to agreement with Brent & Bucks

9. Operational Matters & Dependencies

9.1. Governance and Reporting

It is proposed that a Shared Service Management Board will meet on a quarterly basis. It will consist of Corporate Directors representatives from each council (i.e. responsible for Procurement) and be chaired by the Corporate Director Resources. This will review performance and any major issues that require resolution. The Divisional Director will prepare an Annual Procurement Report that will be presented to the relevant Portfolio Holders of each Council.

The Shared Service Management Board will ensure that:

- Procurement activity follows CPR for each Council;
- Ensure resources are available for the higher risk and/or higher value procurements;
- Ensure collaborative procurement opportunities are identified and followed up;
- Ensuring that all Councils' have prepared procurement plans and strategies, and ensure that these are being followed; and
- Being accountable to participating Councils to ensure the successful delivery of projects.

The Divisional Director and PSS staff will feed into other boards (such as the Commissioning and Procurement Board in Harrow) as required.

9.2. Staffing

Job profiles and grades will be created and approved by the tri-borough governance board[30]. For an indication of the profiles for each of the main roles in the PSS refer to appendix 4.

9.3. IT and Systems

The proposal is for staff to receive IT support from Harrow, as Harrow employees. However this means that there is complexity for staff that are not located on Harrow premises and for those that travel between sites. The following table describes the variety of types of staff needs and the recommended solution for each set.

Staffing	Requirement	Recommendation
Peripatetic	• Ability to work remotely and flexibly • Access all 3 council's systems • Email account that can be	• Harrow Laptop user • A remote LAN to be created for high speed connection on Brent & Bucks sites

[30] Or whatever it is called!

Staffing	Requirement	Recommendation
	accessed from cloud or any location	• Access to SAP / Oracle would need Brent & Bucks agreement for remote device access to local ERP system • Users have a Harrow email account and associated calendar
Based in one location (except Harrow), serving all councils	• Potentially desk based role - but location could be Brent or Bucks (however may need flexibility to work in other locations) • Access to all three council's systems • Email account	• Harrow Laptop user • A remote LAN to be created for high speed connection on Brent & Bucks sites • Access to SAP / Oracle would need Brent & Bucks agreement for remote device access to local ERP system • Users have a Harrow email account and associated calendar
Based in one Council (except Harrow) and serving that council	• Desk based role • Access to that (one) council's systems • Email account	• Harrow Laptop user • A remote LAN to be created for high speed connection on Brent & Bucks sites • Access to SAP / Oracle would need Brent & Bucks agreement for remote device access to local ERP system • Users have a Harrow email account and associated calendar
Harrow based (serving all or only Harrow)	• Desk based role • Access to all systems • Harrow email account	• Harrow desktop user • Able to access Brent & Bucks systems via the cloud • Unclear how they would access SAP / Oracle at Brent & Bucks if required • Users have a Harrow email account and associated calendar

The main additional cost would be the creation of remote LAN's in Brent and Bucks to enable users higher speed access and ensuring that they aren't reliant on WIFI or more expensive 3g connectivity. This has been estimated as £20,000 per site and included within set-up costs. However because all PSS staff will be on the same network it would mean that file sharing will not be a problem across the team.

Brent and Bucks will need to provide remote access into their ERP systems from a Harrow managed device. Depending on how that is provided there may be some configuration work on Harrow devices to enable this, such as installing remote access client software. An estimated cost has been included within the set up costs to cover this as well as an on-going charge of £5,000 per organisation to maintain them.

In terms of specific procurement systems, the proposal is to continue to use local council-specific systems in the short term to ensure service continuity. It is likely that some systems will require more users than currently, and an exercise will be undertaken to determine the impact of this during implementation. Due to the current arrangements it is unlikely that this will be a significant cost.

9.4. Training

There will be training requirements on three levels for the new operating model:

- Once the new Operating Model is in place, a Training Needs Analysis will be undertaken to identify areas where there are group or individual gaps in knowledge or skills.
- As part of staff development, requirements for longer term professional development will be captured and a training plan created.
- The aspiration will be for the organisation to continue to be CIPS Accredited and should training requirements be identified to maintain this accreditation.

9.5. Future organisations joining

The new service will be designed so that new organisations will be able to join either fully, partially or on a menu-based basis. The method for accepting future organisations into the shared service has yet to be determined and will be agreed on a case by case basis, depending on the size of the organisation and complexity of requirements.

Formal arrangements for sharing the additional benefits of future organisations joining the shared service will be included in the Inter Authority Agreement. Implementation costs will be incurred by the joining organisation, and savings will be shared in proportions to be agreed with the partners.

9.6. Exit Arrangements

The length of the PSS is proposed to be unlimited. Should organisations wish to exit the arrangement they will be required to give the remaining partners 6 months' notice of their intentions.

Should an organisation withdraw from the partnership the following will apply:

- The withdrawing partner will receive those staff that that can be assigned to that partner;
- The withdrawing partner will incur redundancy costs where staff are unable to be reassigned;
- The withdrawing partner will incur any other costs linked to their withdrawal, including any other redundancy costs and legal costs; and
- Should there be a dispute the withdrawing partner will be liable for the legal costs.

If a partner leaves the arrangement, then the remaining organisations will meet to discuss the viability of the operation, and whether it can continue.

9.7. Dependencies

The following table contains a list of major dependencies and the impacted activities.

Milestone or Activity	Dependency	Potential Risk
Shared Service staff can work at different locations	IT needs to enable remote working for all staff	The implementation may fail if IT cannot be accessed by the relevant staff at the relevant location
Agreement to proceed by Brent and Bucks councils	Approval of the business case to agree to move into the implementation phase	Without one or both parties the business case as it would not be viable. A reworked business case would be required.
Consultation is complete	Staff & union engagement is performed by councils in line with timescales	Lack of formal consultation could lead to failure to implement the new operating model
Agreement by Brent & Bucks to allow Harrow to create LAN	LAN created in Brent and Bucks	Difficulty in staff being able to work flexibly on other sites, and reliant on WIFI or 3G connections
Agreement by Brent & Bucks to allow Harrow staff ERP access	User ids or accounts created in Bucks and Brent to enable staff to access ERP	Inability for staff to process ERP transactions, or interrogate the ERP systems without local user access.

9.8. Risks

Major Risks have been captured in the project's risk register and assessed under Harrow Council's risk matrix. An extract of the Risk Register is included in appendix 6. The major risks are summarised in the points below:

- Withdrawal of an organisation
  Withdrawal of an organisation prior to the new operating model going live will lead to a significant revision of the design and the assumptions behind the business case. If the withdrawal is before Harrow Cabinet approves the case (in January 2016) it is possible that a redesign could be achieved without any delay. However a withdrawal once the case has been approved the project is likely to have suffered cost and this could lead to significant delays and the possibility of the project failing.

- Procurement Considerations
  A failing in the PSS between Westminster and the Royal Borough of Kensington & Chelsea was where contracts were entered into jointly but held by one council, covered by an IAA[31]. When issues arose individual councils have found they were unable to deal with contractors directly. This has been remedied for new contracts, which are being let as frameworks with each authority having its own relationship directly with the contractor

[31] Inter Authority Agreement

- Decision Making
  There is a risk that decision making will be slower, especially for any decisions that require all partners to agree. In particular there will need to be agreement on how to involve finance and legal reviews of tender/contractual documents for collaborative procurement.

- Inability to cope with the requirements of 3 councils
  There is a risk that the demand for procurement will continue to remain at current levels, ignoring the fact that the service is going through a transition. Stakeholder engagement and clear communications will be required across the three partner councils to reduce demand and set realistic expectations.

10. Summary by Council

10.1. The table below contains the summary benefits for each Council.

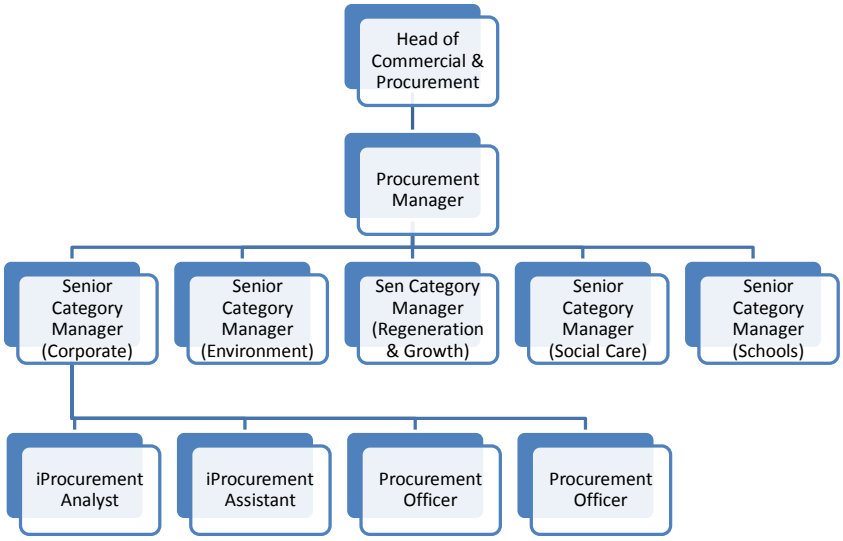
Council	Future Shared Services
Harrow	• £290k cost savings will be achieved over the next two years without having to make dramatic staffing cuts. • Access to a greater level of knowledge, information and professional network across the organisations. The Shared Service brings not only procurement and commercial expertise but with it commissioning and commercial exchange of valuable ideas and initiatives • Organisation will be fully staffed, with the recruitment into the new organisation being undertaken through an interview and selection process. • Increased resilience with a team that is larger than the current team size • Career progression will be clearer, with opportunities for promotion • Training will be available for staff, and will be encouraged to enable the service to be the best in its class • Significant opportunities to collaborate on procurement initiatives and able to align contracts.
Brent	• £270k cost savings will be achieved over the next two years • Access to a greater level of knowledge, information and professional network across the organisations. The Shared Service brings not only procurement and commercial expertise but with it commissioning and commercial exchange of valuable ideas and initiatives • Organisation will be fully staffed, with the recruitment into the new organisation being undertaken through an interview and selection process. • Increased resilience with a team that is larger than the current team size • Career progression will be clearer, with opportunities for promotion • Training will be available for staff, and will be encouraged to enable the service to be the best in its class • Significant opportunities to collaborate on procurement initiatives and able to align contracts • Becoming part of a commercial & procurement team that holds the CIPS Corporate Certification Standard (one of only two Local Authority's in the country at the time of writing). • Becoming part of an innovative commercially thinking team.
Buckinghamshire	• £12k cost savings will be achieved over the next year • Access to a greater level of knowledge, information and

Council	Future Shared Services
	professional network across the organisations. The Shared Service brings not only procurement and commercial expertise but with it commissioning and commercial exchange of valuable ideas and initiatives • Organisation will be fully staffed, with the recruitment into the new organisation being undertaken through an interview and selection process. • Improved morale after the initial uncertainty through the implementation • Increased resilience with a team that is more than double the current team size • Career progression will be clearer, with opportunities for promotion • Training will be available for staff, and will be encouraged to enable the service to be the best in its class • Significant opportunities to collaborate on procurement initiatives and able to align contracts • Becoming part of a commercial & procurement team that holds the CIPS Corporate Certification Standard (one of only two LA's in the country at the time of writing). • Becoming part of an innovative commercially thinking team.

11. Appendices

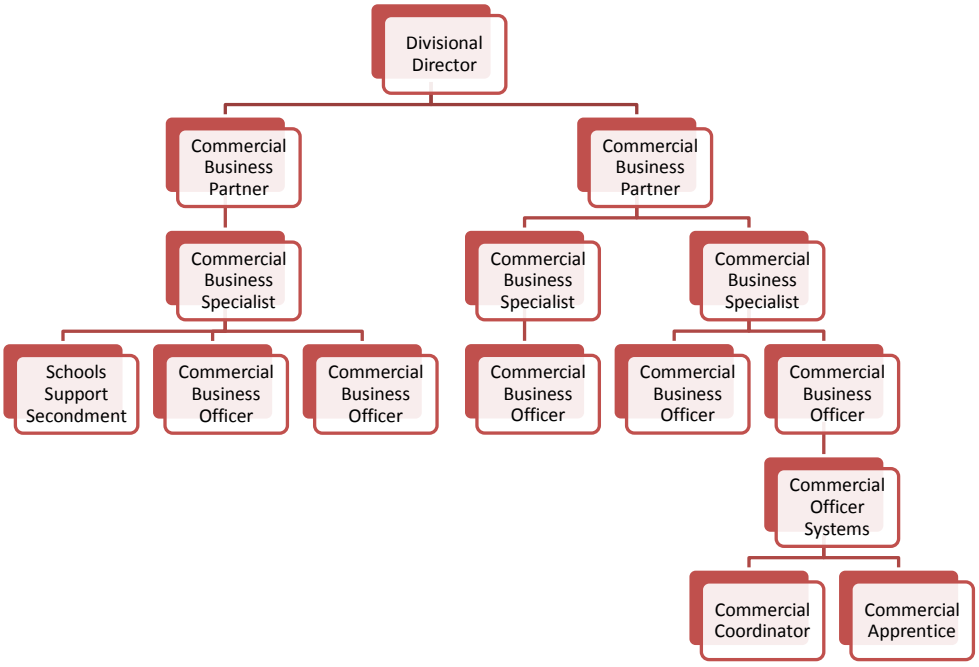
11.1. Appendix 1: Brent – Current Procurement Structure

BRENT
Structure Chart for Procurement Team



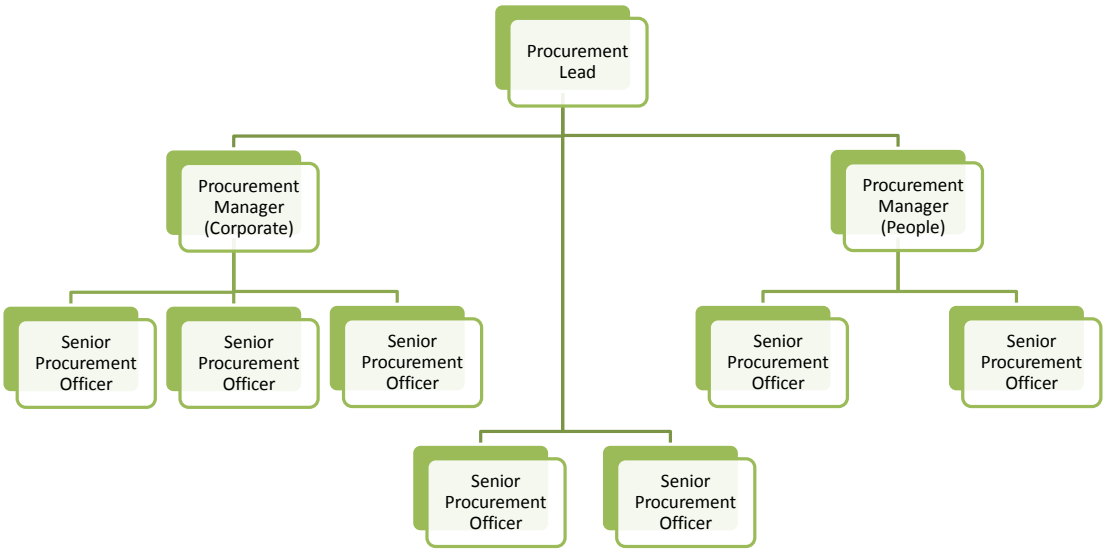
11.2. Appendix 2: Harrow – Current Procurement Structure

HARROW
Structure Chart for Procurement Team



11.3. Appendix 3: Buckinghamshire – Current Procurement Structure

Buckinghamshire
Structure Chart for Procurement Team



11.4. Appendix 4: PSS Role Outlines

- **Divisional Director, Commercial & Procurement**

Reporting to the Shared Services Management Board[32], this post is pivotal to the success of the shared services arrangement. The Divisional Director will enable and drive a culture of best practice in procurement and commercial professional support. The Shared Services vision is ambitious and this role is fundamental to ensure this vision is delivered. This role will lead the team and oversee the strategic delivery of a procurement and commercial programme across the shared service.

- **Head of Procurement**

These roles will provide leadership, direction and management of the respective council's within the Shared Service's current contract, procurement and commissioning services, as well as playing a key role in leading the major contract re-provision programme and playing an advisory role for all other procurements.

There will be expectation to deliver measurable efficiencies in third party expenditure, professionalise and develop the procurement community, provide flexible and creative support to transform operations and achieve high standards of compliance with policies and processes.

- **Commercial Business Specialists**

Working closely with the service areas and supported by a team of Commercial Business Officers, a Commercial Business Specialist's role is primarily to understand and deliver a programme of procurement across the shared service. They will adopt a category management approach where possible to enable smarter and more efficient procurement and work closely with cross council teams. Additionally they will contribute in the decision making process by offering commercial and procurement expertise.

Commercial Business Specialist will effectively lead the delivery of procurement solutions ranging from £50,000 to multi million pound projects. This role will actively participate in the end to end process of the commissioning cycle i.e. Understand, plan, do and review.

- **Commercial Business Managers**

These roles will report to the Commercial Business Specialist and will be responsible for the day to day management of procurement support, both project based (tendering) and advisory. They will be responsible for increasing leveraged benefits and cost reductions through their professional support and advice in key procurement projects across the council's directorates.

This activity could range from low value to complex high value procurement projects and will include procurement in all areas of goods, works and services. They will also ensure compliance with the relevant Contract Procedure Rules.

- **Systems, Processes and Tools Manager**

The Commercial Business Officer - Systems and Processes role will be a key contributor to the success of the Shared Service, taking responsibility for the running and upkeep of

[32] Naming of this Board is still to be agreed

systems and processes to ensure resources are delivered quickly, smartly and in a timely and sustainable manner.

The main focus of this role is to support the Shared Services team to provide a smart and seamless service through the use of modern technology and systems. They will be responsible for maintaining and improving the tendering process, contract management & financial information systems to produce strategic analytical management reports on procurement spend, social value expenditure data and contracts.

11.5. Appendix 5: HR Considerations

The following table outlines some of the main HR issues that need to be considered throughout the process, along with Council specific responses.

	Harrow	Brent	Buckinghamshire
The proposed approach is for all staff to transfer (TUPE) to Harrow Council on 01/04/16 and then be formally consulted on the new operating model, interviewed and selected for roles that come into effect on 1st July. Assuming the business case is approved by Cabinets in January, what are the relevant consultation periods in order to ensure staff and unions are adequately briefed for each council?	There is no formal requirement to consult staff or unions in advance of the TUPE transfer of staff into Harrow from Brent and Buckinghamshire. However good practice would be to inform staff about the transfer and any measures. Furthermore brief staff on the rationale for Brent & Bucks joining, the fact that current jobs won't change until 30th June 2015 and that the current management structures continues until 30th June 2015. Stage 2 consultation meetings with staff and trade union reps on the proposed shared services TOM will take place after March 2015. It would be helpful to brief Harrow unions before April about the Transfer, any measures and identify who will transfer.	As mentioned in a previous email it is very difficult to answer this without knowing what Cabinet will finally agree; i.e. whether this is TUPE or a shared service. If TUPE, then we have to work with Harrow in transferring our staff on their existing terms and conditions. If it's a shared service, then staff will remain ours working collaboratively with the other two Boroughs. In the case of a TUPE transfer, then Harrow will lead on this working in conjunction with ourselves and Bucks to ensure the necessary information is received and the implementation date is met. There are no set consultation periods as such during a TUPE transfer providing both staff and Unions are consulted and especially on proposed measures but good practice would mean we would begin consultation as early as possible. There is however strict timescales in providing the Employee Liability	Consultation is 45 days once full approval has been given to go ahead. Unions require 5 working days' notice of the consultation meeting. Any changes that are related to the transfer are automatically unfair unless there is an Economical, Technical or Organisational (ETO) reason. If your changes are not due to take place until 1st July then the consultation will be done with staff once they have moved to Harrow.

	Harrow	Brent	Buckinghamshire
		Information to the transferee.	
Can you confirm that it would be for Harrow to offer VR if appropriate after transfer?	Needs agreeing	Providing this is a TUPE transfer then this will be up to Harrow as the incoming organisation. However, as part of TUPE and the commercial agreement, all three Boroughs can decide how any redundancy costs will be covered if they are making staff redundant	This would need to be agreed on once the staff have transferred to Harrow and costs paid by Harrow
Are there specific union or staff briefings that are required for your organisation?	See above – advisable as a courtesy for Harrow staff at this stage	As mentioned above, there are no specific consultation periods set out under TUPE but good practice suggests that we should start informal consultations with staff as soon as possible and again especially once the Cabinet report has been agreed in terms of next steps.	We recognise Unison and they would need to be invited to staff meetings. We also have employee representatives who may also wish to attend
(Bucks) What is the implication of performance related pay on the current team? And how do we need to consider this in planning the way forward?	*(Speak to Jon Turner for PRP implications – could increase staffing cost)*	n/a	Bucks operate a CBP pay system which would need to transfer over with employees. This is based on performance of objectives
Can you confirm the process for how people will be assimilated into, or interviewed for, jobs in the new TOM?	This will need agreement between all parties. Whilst the interview/selection process is relatively standard, councils are likely to have specific policies around selection criteria, ring-fencing, pay protection and job matching. The approach will need negotiating between the three parties. Harrow will apply the principles of the Managing	Again, until we have the final agreement the answer to this may change but if a TUPE transfer then it will be for Harrow to decide on this. However, there are strict rules to be observed regarding TUPE transfers and reorganisation	Employees would need to transfer across into the same role as they are currently doing and any changes would need to be consulted on by Harrow once employees have transferred

	Harrow	Brent	Buckinghamshire
	Change Policy & Procedure.		
It is proposed that redundancy costs are incurred by the current employing organisation for a period of up to 12 months after the creation of the shared service. Subsequent to that the costs will be incurred by the shared service as a cost and shared amongst the partners in accordance with the Inter Authority Agreement.	This needs to be agreed by all parties. Legal advice will be required to create the IAA.	This will be subject to agreement.	This would not be agreed by BCC as we would not be prepared to pay redundancy costs
If staff are assimilated into a position in the new TOM but the salary is either higher or lower than their current post in Brent or Bucks what will happen to their salaries?	In the case of an individual taking a role at a lower salary, they will have protection for 12 months at their current salary, followed by 12 months at 50% of the difference. This will increase the staff costs where staff apply for lower paid roles. (The wage differential is limited to 20%). For staff taking a higher paid role there is no impact.	This is subject to any pay protection terms and needs to be discussed with Harrow.	Staff have the right to protected pay for 2 years post transfer. Any additional salary costs would need to be paid by Harrow
OTHER POINTS	Other areas for consideration: • Travel cost differences • Car parking • Working hours • Flexible working arrangements (Harrow staff up to G11 are on flexi scheme over 36 hours) • Staff on maternity and sick leave need to be included in the consultation • Important that HR reps meet with all staff in	It's important that the nomenclature is correct throughout the process. My view is that the timetable and briefing paper is somewhat confusing and therefore will also be to staff. Subject to final agreement at Cabinet, the timetable and briefing paper suggests there is an intention to TUPE staff across to Harrow and then restructure into a 'shared service',	

	Harrow	Brent	Buckinghamshire
	February[33] (on 1-2-1 basis) to understand individuals specific employment details (such as home working arrangements, part-time working)	however, technically a shared service is a process alternative to TUPE so it's important that staff understand at the beginning that the proposed intention is to TUPE rather than enter into a shared service and then review, and therefore understand the implications which flow from this.	

[33] Assuming that Cabinet approve the business case in January 2016

11.6. Appendix 6: PSS Risk Register (as at 11/11/2015)

ID	Risk Category	Type	Risk Title	Date Identified	Source	Implication i.e. Time/Cost	Description (there is a risk that …)	Owner	Likelihood	Impact	Rating	Mitigating Actions	Likelihood	Impact	Rating
1	Programme Delivery	Risk	Service Proposition	07/07/2015	RB	Specification	Different partners to the shared service have different procurement propositions, and the new service doesn't provide them all.	TB	C	3	C3	Develop a clear understanding of the services that will be provided and those that will continue to be provided by the boroughs. Ensure this is agreed by all parties	C	3	C3
2	Reputational	Risk	Partner leaving the service	07/07/2015	RB	Operational	A party to the shared service withdraws after 'go-live', leaving an oversized and relatively expensive service	TB	C	2	C2	Care needs to be taken in drafting the agreements to the shared service. Clear exit terms need agreeing up front	C	2	C2
3	Benefits	Risk	Redundancy costs	07/07/2015	RB	Cost	Redundancy costs could make business cases unachievable	TB	D	2	D2	Clear apportionment and assignment of costs needs to be discussed and agreed prior to commencement.	C	2	C2
4	Benefits	Risk	Other costs	07/07/2015	RB	Cost	Other costs are not agreed before the commencement of the service, leaving the potential for disagreement of how to reimburse parties	TB	D	4	D4	Need to be clear on the expected costs, both to set up the service and ongoing runinnng costs.	D	4	D4
5	Resource	Risk	Staff recruitment	09/07/2015	RB	Operational	That all parties will need to be involved in the recruitment process for staff of the shared service, meaning the speed of creation of the shared service takes longer than predicted.	TB	D	4	D4	The project will need to be clear on the recruitment/appointment process and ensure all partners are able to input into it.	D	4	D4
6	Resource	Risk	Procurement strategy	09/07/2015	RB	Operational	Different procurement strategies may be required for each partner	TB	D	4	D4	In determining the activities that the service will provide, clarity will need to be given for those that are organisation specific.	D	4	D4
7		Risk	Contract Management		RB	Specification	Jane West (Interim bi-borough executive director of corporate services at Westminster City Council and the Royal Borough of Kensington and Chelsea **What hasn't worked?** A number of contracts have been jointly entered into and some of these have not honoured the sovereignty guarantee. This has tended to arise where early contracts were held by one of the councils, with inter-authority agreements defining the relationship between the other two authorities and the contracting authority. When issues have arisen, individual councils have found they were unable to deal with contractors directly. This has been remedied for new contracts, which are being let as frameworks with each authority having its own relationship directly with the contractor	TB	B	2	B2	This needs to be considered when deciding on the new ways of working, ensuring any party can deal with the contractor.	B	2	B2
8	Resource	Risk	Organisation withdrawal	08/10/2015	RB	Cost	Should an organisation withdraw between now and 'Go-Live' then the baseline costs and future operating structure will no longer be valid. Significant reworking will be required	TB	C	1	C1	Ensure all parties are brought into the plan, agree on the future service provision and sign up to the business case.	C	1	C1
9	Cultural	Risk	Cultural change	08/10/2015	RB	Operational	A more standardised service will mean a different service being provided to directorates due to an inconsistent approach to procurement both within and across organisations	TB	C	2	C2	Work will be required to understand how procurement is provided currently, and then communications planned about changes will be planned	D	2	D2
10	Financial	Risk	IT	08/10/2015	RB	Operational	Staff in the new shared service (on Harrow systems) will not be able to access legacy systems without substantial costs.	TB	C	2	C2	Work is required to determine whether staff need to access legacy systems, and if so what workarounds are available, or how much additional cost will be suffered	C	2	C2
11	Financial	Risk	Pensions	12/10/2015	RB	Cost	The funds required to top up the pension fund significantly impact the business case and mean it becomes untenable	TB	B	2	B2	TB (from JT): if the numbers transferring are below 10 (which they will be for both Bucks and Brent) then it is treated as de minimus so we wont need to worry about this issue	E	2	E2
12	Programme Delivery	Risk	Legal & Financial Reviews	13/10/2015	RB	Time	Three separate reviews by internal legal and finance teams will be required before the business case can be taken to Cabinet	TB	C	2	C2	Determine how to manage this through the different sets of legal and finance teams of each partner	C	2	C2
13	Programme Delivery	Risk	Speed of decision making	13/10/2015	RB	Time	Decisions will be required from each organisation and turned round in a timely fashion	TB	C	2	C2	Agree the project board members and the frequency of meetings. Early identification of those items that require approval or stakeholder sign-off	D	2	D2
14	Resource	Risk	CPR's	13/10/2015	RB	Operational	One set of CPR's will not be in place by the anticipated 'go-live'. This will make for confusing procurement activity in the new shared service	TB	B	4	B4	Plan an activity to review the CPR's and processes as part of the implementation project or as a first activity as business as usual	B	4	B4
15	Programme Delivery	Risk	Knowledge of services	13/10/2015	RB	Operational	Staff in the new shared service will not have relationships with at least 2 of the organisations	RB	B	4	B4	Include an activity in the communications plan for new post holders to spend time with their new 'customers'	B	4	B4
16	Cultural	Risk	Process Change	13/10/2015	RB	Operational	All services in all organisations will receive a different service to that that they receive today	RB	B	4	B4	Be clear in the new processes and about who does what in the new shared service. This needs to be communicated to service areas as a whole and on an individual basis.	B	4	B4
17	Cultural	Risk	Expectation Management	11/11/2015	NM	Operational	The expectation from services (clients) will be higher than the service actually provided (either assistance or on-site presence). This could lead to significant complaints about how the service is failing.	TB	B	3	B3	Communication and engagement with the major stakeholders about the process of bedding down the new service, and be clear about the fact that the service has had significant cuts	B	3	B3

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Equality Analysis Screening Stage
Blank Form – Online EA System

Department: Procurement **Lead Officer: Terry Brewer**

Date: 05th January 2016 **Next review date (if applicable):**

Stage 1 Screening Data

1. What are the objectives and expected outcomes of your proposal? Why is it needed? Make sure you highlight any proposed changes.
A procurement and civic enterprise shared service with two other local authorities (Harrow and Buckinghamshire) is being explored and a business case is being drafted. Harrow's Director of Commercial and Procurement is already the Head of Procurement at Brent and further team integration is being considered.

Unless it is possible to share services with other councils it is anticipated that further cost reductions of £272,000 (or 33%) will need to be found in 2016/17 (this would equate to approximately 6 posts and mean that the current procurement service would not be a viable proposition).

The outcome would be a procurement and civic enterprise shared service being led by Harrow Council. The current procurement staff would be TUPE transferred to Harrow in April 2016, subject to the various approvals being in place from all organisations.

2. Who is affected by the proposal? Consider residents, staff and external stakeholders.
The main group of stakeholders affected by this proposal are staff, with no impact on residents or external stakeholders.

3.1 Could the proposal impact on people in different ways because of their equality characteristics?
No

3.2 Could the proposal have a disproportionate impact on some equality groups? If you answered 'Yes' please indicate which equality characteristic(s) are impacted
No

3.3 Would the proposal change or remove services used by vulnerable groups of people?
No

3.4 Does the proposal relate to an area with known inequalities?
No

3.5 Is the proposal likely to be sensitive or important for some people because of their equality characteristics?
No

3.6 Does the proposal relate to one of Brent's equality objectives?
No

Recommend this EA for Full Analysis?
No

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Brent	**Cabinet** 8 February 2016 **Report from the Director of Performance, Policy and Partnerships**
	Wards Affected: ALL

Authority to award contracts for Advice and Guidance Services Service in Brent

1.0 Summary

1.1 In accordance with the Council's Contract Standing Order No 88 this report seeks Cabinet approval to award two separate contracts (**Contract 1**: Generalist and Specialist Legal Advice and **Contract 2**: Brent Advice Partnership) for the delivery of Advice and Guidance Services in Brent. Both contracts are for a period of three years with options to extend for two single years (3 + 1 + 1).

1.2 This report provides details of the services, the procurement process undertaken and, following the completion of the evaluation of the tenders, recommendation for award of the contracts.

2.0 Recommendations

2.1 That Cabinet approve the award of the contract for the delivery of Advice and Guidance Services in Brent: Generalist and Specialist Legal Advice to Brent Citizens Advice Bureau, effective from 1 April 2016, for an initial period of three (3) years with an option to extend the contracts for a further two (2) successive one (1) year periods.

2.2 That Cabinet approve the award of the contract for the delivery of Advice and Guidance Services in Brent: Brent Advice Partnership to Brent Citizens Advice Bureau, effective from 1 April 2016, for an initial period of three (3) years with an option to extend the contracts for a further two (2) successive one (1) year periods.

3.0 Detail

Background

3.1. Between May and October 2015 a project to develop a new delivery model for advice and guidance services in Brent was undertaken and completed. The project employed a council-wide approach with input from representatives of the Council's Adults Social Care Department, Children and Young People Department, Customer Services Team and Employment and Skills Team. Wider engagement was also commissioned to ensure that the views of partners and service users across the advice sector contributed to the development of the model. The new model was approved by CMT on 1 October 2015 and is outlined at Appendix 2.

3.2. On 16 November 2015 Cabinet gave approval for officers to invite tenders for contracts for local advice and guidance contracts in two separate lots to deliver the new model for advice and guidance.

3.3. The new model is designed to improve access to advice services, enable earlier intervention to limit escalation of problems and to deliver better outcomes for service users. This will be achieved through two separate but complimentary contracts.

Contract 1: Generalist and Specialist Legal Advice

3.4. This contract includes two main elements:

1. The delivery of generalist legal advice through digital channels, email, phone and face-to-face;
2. The delivery of specialist legal advice through digital channels, email, phone and face-to-face.

3.5. Both elements of this contract will be aligned through seamless client referral pathways and assessment routes, with a focus on minimising escalation of need, preventing recurrence of issues and promoting personal resilience.

Contract 2: Brent Advice Partnership (BAP)

3.6. This contract includes four main elements:

1. The development, delivery and maintenance of a digital information and advice gateway, available on the internet and through self-serve terminals;
2. Provision of face-to-face advice services within the community;
3. The development and management of a community network of local advice agencies; and
4. Ongoing development of new and innovative ways for Brent residents to access digital advice and guidance.

3.7. The services provided by both individual contracts are expected to work

closely together in delivering a holistic and coordinated approach for advice and guidance in Brent.

3.8. The current model for advice and guidance services in Brent is delivered through three separate contracts (at a total annual cost of £842,774). The contracts are for Generalist Legal Advice; Specialist Legal Advice; and Advice for Disabled and Elderly People.

The tender process

3.9. The opportunity was advertised using the Council's Electronic Tendering Facility (the London Tenders Portal) on 18 November 2015 using a single stage 'open' procedure, whereby Tenderers were invited to submit their tenders alongside their pre-qualification questionnaires. Tenderers were provided with an outline specification and details of the tender approach.

3.10. The Tenderer's financial viability and technical ability were evaluated using the pre-qualification questionnaires and the tenders of those who achieved a pass were then evaluated.

3.11. The tendering instructions stated that both of the contracts had a fixed price and that bids would be evaluated based solely on quality. This included the following criteria:

- Contract 1: Generalist and Specialist Legal Advice:
    - Approach to delivering generalist legal advice;
    - Approach to delivering specialist legal advice;
    - Inclusive access to services;
    - Alignment with core principals (free, independent, impartial, confidential, accessible);
    - Communication and promotion;
    - Current context awareness and expertise;
    - Data Protection; and
    - Social value

- Contract 2: Brent Advice Partnership:
    - Establishment and delivery of a digital information and advice gateway;
    - Approach to face-to-face advice;
    - Development and management of a community network;
    - Innovation and efficiencies;
    - Alignment with design principles (consider individual needs, digital by design, tailored community-based services, coordinated and well connected, outcome focused);
    - Communication and promotion;
    - Current context awareness and expertise;
    - Data Protection; and
    - Social value

3.12. Tenderers were required to submit additional information providing details of their proposed arrangements for performing the contract. Individual method statements were submitted addressing each of the quality criteria listed in 3.11.

Evaluation process

3.13. The tender evaluation was carried out by a panel of officers from Council departments including Corporate Policy and Scrutiny, Partnerships, Adults Social Care and Customer Services. The evaluation panel was facilitated by the Senior Category Manager, Corporate Services.

3.14. All tenders had to be submitted electronically no later than 12 noon on 18 December 2015. Tenders were opened in the afternoon of 18 December 2015 and two valid tenders were received; one for each contract. The tenders were from the same organisation. The organisation successfully passed the pre-qualification questionnaire for each lot.

3.15. Each member of the evaluation panel read the tenders using evaluation sheets to note down their comments on how well each of the quality criteria was addressed.

3.16. The Tenderer for both contracts was invited to attend presentation and clarification meetings on 6 January 2016, where they presented their submission and the panel asked, and received answers to, some clarification questions. The panel met following the clarification meetings and each submission was marked by the whole panel against the award criteria.

3.17. The evaluation panel scores are contained in Appendix 1. As a single tender was received for each lot, and each of these met acceptable standards and was from the same tenderer, officers recommend the award of both contracts to that tenderer, namely Brent Citizens Advice Bureau (CAB).

3.18. It is proposed the contracts will commence on 1 April 2016.

4.0 Financial Implications

4.1 The estimated value of the two contracts is £1,711,500 over three years (£2,714,629 if all extension options are applied), which includes a five per cent year on year reduction in value.

	Generalist and specialist legal advice	Brent Advice Partnership	Total
Year 1	£400,000	£200,000	£600,000
Year 2	£380,000	£190,000	£570,000
Year 3	£361,000	£180,500	£541,500
Sub Total	**£1,141,000**	**£570,500**	**£1,711,500**
Extension 1 (optional)	£342,950	£171,475	£514,425
Extension 2 (optional)	£325,803	£162,901	£488,704
Total	**£1,809,753**	**£904,876**	**£2,714,629**

4.2 The new model for advice and guidance also includes the administration of a small grants programme (by the provider of the Brent Advice Partnership contract) at an additional cost of £242,000 in the first year. The small grants programme includes a five per cent year on year reduction in value. This means that the total value of the grants programme will be £690,305 over three years (£1,094,900 if all extensions are applied).

4.3 All elements of the new model for advice and guidance – both of the contracts and the small grants programme – will be funded from the Voluntary Sector Initiative Fund (VSIF).

4.4 There is a £410,000 saving requirement from the VSIF to be implemented from April 2016. This saving was agreed as part of the Council's wider budget savings in February 2015. The new contracts will deliver £242,000 of this saving against current advice and guidance contracts arrangements. The remaining £168,000 saving will be realised from the grants element of the VSIF in 2016/17, outside of these contract arrangements.

5.0 Legal Implications

5.1 Local authorities are required to provide information and advice to their local residents where necessary, under the legislation and such duty are contained in the Health & Social Care Act 2012, Care Act 2014, Childcare Act 2006, Housing Act 1977, Housing Act 1996, Homelessness Act 2002, and other statutory provisions. They are required to provide an information and advice service that is accessible to everyone in the local population and the information and advice

provided must be proportionate to the needs of those for whom it is being provided. They are to provide independent financial advice where required.

5.2 Based on the value of both contracts over their lifetime as mentioned in paragraph 4.1 of this report, they are deemed High Value Contract as defined in the Council's Contract Standing Orders and Financial Regulation, and as such Cabinet approval is required to award the contract to Brent Citizens Advice Bureau.

5.3 The two contracts for provision of advice services are categorised as Schedule 3 services under the Public Contracts Regulations 2015 ("PCR 2015"). Both contracts are in excess of the relevant threshold for Schedule 3 services and thus the procurement and award of contracts are subject to relevant provisions of the PCR 2015. The procurement process undertaken by the Council is detailed in this report and complies with the procedural requirements of the PCR 2015.

6.0. Diversity Implications

6.1. The provider will be required to comply with the provisions of the Equality Act 2010 and the Public Sector Equality Duty, and to adhere to the Council's Equality policies. The service specifications incorporate relevant Equality and Diversity requirements such as (non exhaustive list): service user monitoring by protected characteristics, tailored local provision (including for vulnerable and seldom heard groups), targeted communication and provision of translation / interpreting and alternative format services, responsive design of web platforms and service user forms that are also compatible with assistive technology, etc Equality and Diversity matters, reporting on service user take-up and satisfaction by protected characteristics, will be a permanent item on the agenda of contract monitoring meetings and these arrangements will be reviewed on a regular basis to ensure that everyone can access the advice services they need and that any additional provisions that may be required are put in place.

6.2. The new model for advice and guidance in Brent (that the two contracts will deliver) has been subject to a full Equalities Impact Assessment, which was viewed by Cabinet on 16 November 2015. It found that the new model will enhance the positive outcomes for existing and new service users across all protected characteristics, particularly for under-represented service user groups. The EIA acknowledged, however, that current service users aged 60 and over and/or with disabilities could be impacted by some of the changes that will be introduced by the model, such as the removal of specific funding for advice for disabled and elderly people and the stronger focus on digital services. The EIA concluded that the Council must therefore ensure that traditional channels of face-to-face contact remain open to older residents and those who cannot access digital services due to disability, language barriers, or socio-economic disadvantage.

7.0 Staffing/Accommodation Implications (if appropriate)

7.1 The advice services provided to Brent residents are currently provided by external service providers and there are no staffing implications for the Council arising from the new contracts.

7.2 New working arrangements resulting from colocation of provider and Council services will have implications for accommodation. The arrangements, which include colocation of provider staff for a minimum of 20hrs per week per contract, are expected to be contained within Brent Customer Service Centre. Appropriate property arrangements regarding occupation of Brent Customer Service Centre by provider staff are included in both contracts.

7.3. There are elements of the services, in particular of Lot 1, that are currently provided by external organisations other than Brent CAB. These same organisations will continue to provide some of these elements through the new contracts, acting as sub-contractors to Brent CAB. Therefore the current view is that TUPE is unlikely to apply, however, this is ultimately a matter between Brent CAB and their sub-contractors, and may depend on the precise details of Brent CAB's proposed delivery arrangements.

8.0 Public Services (Social Value) Act 2012

8.1 The provider's proposals for initiatives that will deliver Social Value were evaluated as part of the tender, with 10% of the quality evaluation being allocated to this.

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APPENDIX 1

TENDER EVALUATION GRIDS

Lot 1: GENERALIST AND SPECIALIST LEGAL ADVICE CONTRACT

Criteria	Tenderer Score	Weighting	Weighted Score
Approach to delivering generalist legal advice	3	27%	20.25%
Approach to delivering specialist legal advice	3	27%	20.25%
Inclusive access to services	3	7%	5.25%
Core principles	3	5%	3.75%
Communication / promotion	2	7%	3.50%
Current context awareness and expertise: Expertise Awareness and understanding Keeping abreast and adapting	 4 4 3	 6% 2% 4%	 6.00% 2.00% 3.00%
Data protection	3	5%	3.75%
Social Value: • People • Business • Environment	 2 2 2	 5% 3% 2%	 2.50% 1.50% 1.00%
Total Quality Score			72.75%

Lot 2: BRENT ADVICE PARTNERSHIP CONTRACT

Criteria	Tenderer Score	Weighting	Weighted Score
Establishment and delivery of a digital information and advice gateway: Approach	3	5%	3.75%
Ensuring high quality relevant advice	2	3%	1.50%
Maximising resolution at 1st point of contact	3	7%	5.25%
Ensuring referral to best placed agency	3	5%	3.75%
Approach to face-to-face advice	3	12%	9.00%
Development and management of a community network: Approach	2	9%	4.50%
Connecting and coordination	3	4%	3.00%
Avoiding duplication, promoting early intervention	3	2%	1.50%
Innovation and efficiencies	2	7%	3.50%
Inclusive access to services	3	7%	5.25%
Design principles	3	5%	3.75%
Communication / promotion:			
Digital Gateway	3	5%	3.75%
Brent Community Network	3	5%	3.75%
Current context awareness and expertise:			
Expertise	4	4%	4.00%
Awareness and understanding	4	2%	2.00%
Keeping abreast and adapting	3	3%	2.75%
Data protection	3	5%	3.75%
Social Value:			
• People	2	5%	2.50%
• Business	2	3%	1.50%
• Environment	2	2%	1.00%
Total Quality Score			69.75%

The quality scoring for both lots was based on the following methodology:

Score	Criteria
0	No response
1	Poor or unsatisfactory response showing limited evidence of ability to meet requirement – omissions/weaknesses in key areas
2	Weak response suggesting there may be shortcomings of a less serious nature.
3	Good response suggesting the specification will be satisfactorily met in all relevant respects.
4	Excellent response suggesting the specification will be satisfactorily met in all relevant respects with added value.

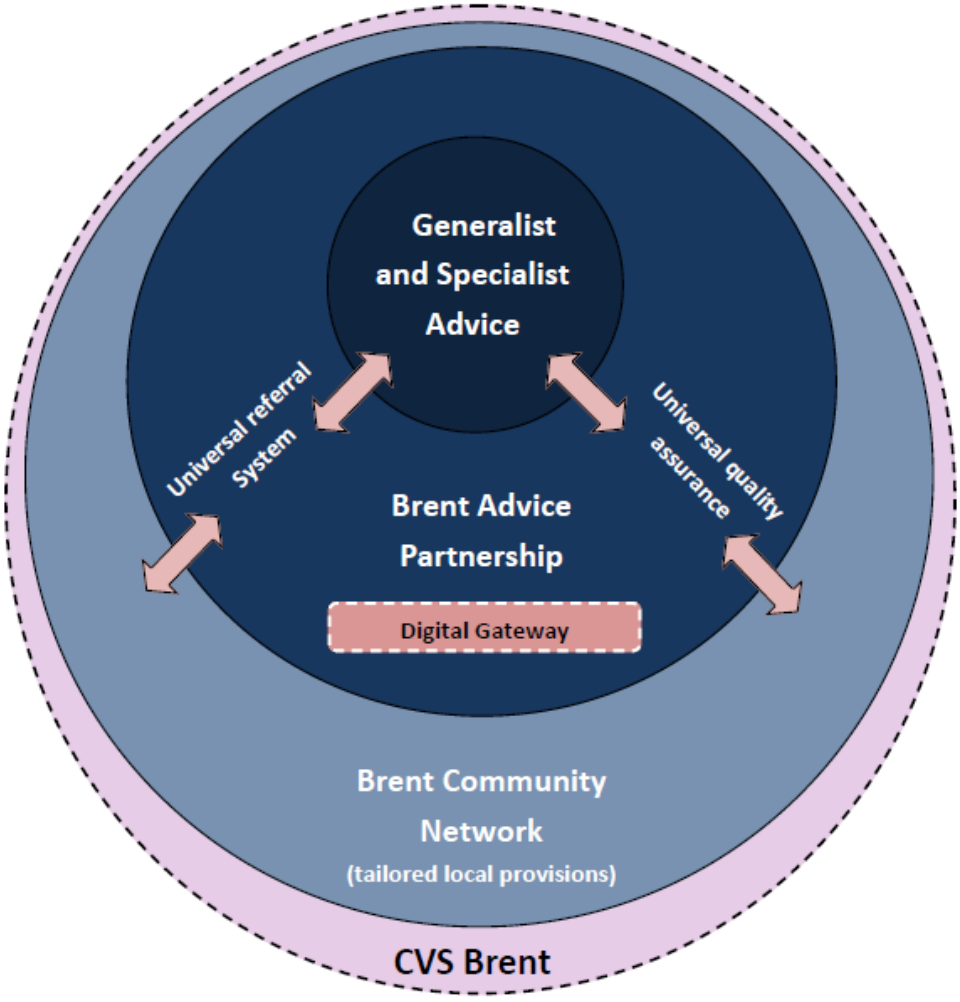
APPENDIX 2

NEW BRENT ADVICE AND GUIDANCE MODEL

Generalist and specialist legal advice (Contract) – This contract is for the delivery of both generalist and specialist legal advice delivered through a single service.

Brent Advice Partnership (Contract) – This contract is for a borough-wide advice partnership. The partnership will be responsible for the provision of a digital information and advice gateway, additional face-to-face provision and coordinating the wider advice network; Brent Community Network.

Brent Community Network (Grant) – The community network will connect local community and voluntary organisations which offer information, advice or guidance for the residents of Brent and coordinate provision across the borough. The organisations in this network are eligible to apply for grant funding of a total £242,000 available in Year 1, which will be administered by the Brent Advice Partnership. Small grants (up to the value of £10,000 per annum) will be awarded to successful applicants to provide tailored information, advice and guidance in the local community.



Brent	**Cabinet** 8 February 2016 **Report from the Director of Performance, Policy and Partnerships**
For action	

Voluntary Sector Initiative Fund - Local Grants 2016 - 2018

1.0 Summary

1.1 This report seeks agreement on amendments to the Voluntary Sector Initiative Fund – Local Grants funding stream from April 2016.

1.2 The current Voluntary Sector Initiative Fund (VSIF) which was approved in 2012 has been allocated to four funding streams: i) Local Grants ii) Infrastructure Support - CVS iii) Advice & Guidance Contracts and iv) London Council's Grant with a total yearly budget of £2.04M.

1.3 An annual £410K savings requirement from the VSIF, to be implemented from April 2016, was agreed as part of the Council's wider budget savings in February 2015. Annual savings of £242K have been realised as part of the Advice Agencies Review which leaves an annual saving of £168K to be made from the VSIF Local Grants budget.

1.4 The current annual VSIF - Local Grants budget of £691K will be reduced by £168K to £523K. In the recent Advice Agencies Review a new advice model was approved which includes a small grants provision of £242K (up to 10K each). It was approved that this £242K will come from the VSIF Local Grants budget and has therefore been separated from the Local Grants budget for 2016. £242K of the Local Grants budget for 2016 has been allocated to Advice Grants which with the budget reduction of £168K leaves an annual allocation of £281K for VSIF Local Grant from 2016.

1.5 The current VSIF Local Grants were allocated to projects aligned to the Borough Plan. The VSIF Local Grants included two grant programmes – i) main grants – 3 year grants up to maximum of £25K per year and ii) small grants – yearly grants up to a maximum of £10K.

2.0 Recommendations

Cabinet are asked to:

2.1 Agree to the continuation of the Voluntary Sector Initiative Fund – Local Grants from 2016 with the following changes:

- Alignment of the priorities of the grant programme to the priorities of The Borough Plan 2015 - 2019

- A decrease of the total annual amount of funding available of £168K.
- A change of term of grant funding from 3 years to 2 years
- To maintain the maximum grant available at £25K per year per project
- An introduction of a grant condition of paying all staff funded through the grant the London Living Wage

2.2 Agree to £50K of the Local Grants funding to be allocated to support the implementation of the Community Action Groups.

3.0 Detail

The Voluntary Sector Initiative Fund – Local Grants Programme is one stream of the Voluntary Sector Initiative Fund (VSIF). This report looks only at changes within the VSIF Local Grants Programme.

Background of VSIF 2012-16

3.1 The VSIF was created in 2012 from the previous Main Programme Grant & Advice budgets and was the result of extensive public consultation with voluntary sector organisations. The VSIF has been allocated into four funding streams: i) Local Grants ii) Infrastructure Support iii) Advice & Guidance Contracts and iv) London Council's Grant with a total yearly budget of £2.04M. The budget for the local grants was allocated to Borough Plan aligned projects. There were 2 VSIF local grants programmes during this 2012-2016:

1) VSIF Local Grants - 2012-2015
2) VSIF Local Grants - 2013-2016

3.2 The first round of themed funding for the financial year 2012-13 was allocated to be used for projects which ran for 2 years and 9 months and which were aligned to the Borough Plan priorities excluding crime and regeneration. These are referred to as VSIF Local Grants 2012-15. A budget allocation of £661,147 was allocated between 12 projects around the three themes a) supporting children and families and enabling young people to thrive; b) addressing health and well being and c) protecting our environment and enhancing our cultural offer.

3.3 51 bids were received from 49 organisations seeking a total of £3,017,367. 12 organisations were grant funded for a total of £661.147 for the 2 years and 9 month projects. This averaged out at £241,500 per full year. The average yearly funding per group was £20,158 in 2014/5.

3.4 The second round of grant funding commenced in 2013/14 for projects aligned to the Borough Plan priorities. There are referred to as the VSIF Local Grants - 2013-2016.

3.5 65 bids were received from 65 organisations seeking a total of £3,017,367 over a three-year period. 14 organisations were grant funded for a total of £951,363 for the 3 year projects. This averaged out at £317,121 per year. The average yearly funding per group was £22,892 in 2015/6.

3.6 £163,338 remained from the budget approved by the Executive in February 2013. This amount was split between the three years and allocated as small grants with a maximum value of £10K and a time limit of one year. This averaged out at £54,446 per year.

3.7 A full summary of the organisations funded through the 2 VSIF Grants Programmes is attached as Appendix 1.

Alignment to The Borough Plan 2015-2019

3.8 The new priorities for the VSIF Local Grants will align to the Borough Plan 2015 – 2019 priorities:

Better lives

- Supporting local enterprise, generating jobs for local people and helping people into work and promoting fair pay
- Making sure that our children and young people have access to the best education and training, achieve to their potential and have the best start in life
- Enabling people to live healthier lives and reducing health inequalities
- Supporting vulnerable people and families when they need it

Better Place

- Making sure that Brent is an attractive place to live with a pleasant, sustainable environment, clean streets and well cared for parks and green spaces
- Continuing to reduce crime, especially violent crime, making people feel safe
- Increasing the supply of affordable, good quality housing
- Providing good quality, accessible arts and leisure facilities

Better Locally

- Building community resilience and promoting citizenship
- Making sure that everyone in the borough is able to participate in local democracy, has a fair say in the way that services are delivered and is listened to and taken seriously
- Working with partners to find new ways or providing services that are more finely tailored to individual, community and local needs

3.9 All grant documentation, guidance and publicity will be updated to reflect this.

VSIF Budget

3.10 The Voluntary Sector Initiative Fund 2015/16 had an annual budget of £2.04M over four broad funding streams. This amount has been in place since 2010. The budget has been protected since this date.

Voluntary Sector Initiative Fund (VSIF) 2015/16	
Advice and Guidance Contracts	£842K
Local Grants	£691K
Infrastructure - CVS	£161K
London Council's Grant	£341K
TOTAL	**£2.04M**

There is a £410K saving requirement from the VSIF to be implemented from April 2016. This saving was agreed as part of the Council's wider budget savings in February 2015. Following the Advice Agencies Review in 2015 a saving of £242K will be realised from the Advice and Guidance Contracts funding stream from April 2016. The remaining £168K saving will be realised from the Local Grants funding stream.

The new advice and guidance model includes a grant provision of £242K which will be distributed in small grants (up to £10K each) to multiple local organisations to help build the capacity of a network of local advice providers in Brent. This part of the new model will be funded by the Local Grants funding stream.

The redirection of this funding coupled with the £168K saving requirement means that a total of

£281K per year will be available in the Local Grants funding stream from April 2016. £50K of the £281K will be allocated to the Community Action Groups resulting in £231K annual funding for the Local Grants.

Voluntary Sector Initiative Fund (VSIF) 2016/17	
Advice and Guidance Contracts	£600K
Local Grants (Advice - small grants to advice providers)	£242K
Local Grants	**£231K**
Local Grants (Community Action Groups)	**£50k**
Infrastructure	£161K
London Council's Grant	£341K
TOTAL	**£1.63M**

3.11 The London Council's Grant was taken as a saving from 2017 in the 2014/15 budget by members, but this is subject to a two thirds majority of London Councils agreeing to reduce the funding to the London Grants programme to make a cut.

VSIF Local Grants – Length of Grants

3.12 The VSIF grants are currently allocated for a three year period. Options for changing the time period of the grants are detailed below:

Option 1 – One Year Grants

This option would mean that grants would be allocated for a 1 year period. One round of grants would be run every year. This would increase the number of groups who accessed funding but could decrease the effectiveness of any funded project in terms of having enough time to develop the project, recruit staff, attract clients, deliver outcomes and develop the project enough to be able to develop a sustainable exit strategy. This option would also require more staff hours from council officers and increase costs for all aspects of administration of the grant.

Option 2 – Two Year Grants

This option would mean that grants would be allocated for a 2 year period. One round of grants would take place every two years. This would decrease the number of groups (compared to option 1) who accessed the funding but could increase the effectiveness of the project in terms of having enough time to develop the project, recruit staff, attract clients, deliver outcomes and develop the project enough to develop a sustainable exit strategy. The current council budget has been agreed for the VSIF for the period from 2016 – 2018. If additional cuts to the VSIF budget are made in 2019 then this option presents no risk for the council in fulfilling the grant funding commitments.

Option 3 – Three Year Grants

This option would mean that grants would be allocated for a 3 year period. One round of grants would take place every three years. This would decrease the number of groups (compared to option 1 and 2) who accessed funding. Feedback from the organisations that have been funded has been positive as it has led to the projects to have some sustainability however it has meant that the opportunity for other organisations to be funded to tackle emerging issues is limited as access to the grants is only available on a three yearly basis. The current council budget has been agreed for the VSIF for the period from 2016 – 2018. If additional cuts to the VSIF budget are made in 2019 it could be a risk that grant funding commitments could not be fulfilled.

Option 2 is recommended as the preferred option.

Grant Value

3.13 The current maximum grant value is £25K. It is recommended that this maximum amount is maintained. If this amount is increased the number of organisations who are able to access the funding will be decreased. If the amount is reduced the ability of organisations to deliver meaningful projects will be decreased. The average grant given out was £21,525 per funded group.

Grant Conditions

3.14 In line with Brent's Borough Plan 2015-2019 an additional grant condition will be introduced that all posts funded through the grant will need to be paid at least the London Living Wage. Of the 14 projects funded through the VSIF 2013-16 all projects used part or all of the grant to fund staffing costs. Analysis has not been undertaken to identify what percentage of these are currently below the London Living Wage (if any). The new grant condition is recommended only to apply to those staffing costs funded through the grant and not for other staffing roles within the organisation.

Timetable for VSIF Local Grants 2016-2018

3.15 The outline timetable for the new programme of grants will be:

- March 2016 – Local Grants 2016 opens with a deadline date 8 weeks after fund launched.
- March & April 2016 – Publicity, Promotion, Grant Workshops, CVS support to groups.
- May 2016 – Grant appraisals and approvals undertaken
- June 2016 – Grants awarded and contracts signed
- July 2016 – Projects commence.

4.0 Financial Implications

4.1 The Voluntary Sector Initiative Fund 2015/16 budget is £2,043,228. The recommendations made in this report will enable the Fund to achieve it's 2016/17 efficiency savings of £410k and still be able to achieve its service objectives by aligning its priorities to the borough plan

5.0 Legal Implications

5.1 Under S1 of the Localism Act 2011 the Council has a general power of competence to do anything which an individual may do unless it is expressly prohibited.

5.2 The giving of grants to voluntary organisations is a discretionary power which must be exercised reasonably taking into account all relevant considerations and ignoring irrelevant considerations.

5.3 The decision to award a grant is discretionary. The Council's discretion must not be fettered by previous commitments they may have given and it should make its decision in the light of present circumstances.

5.4 Under section 3(1) of the Local Government Act 1999, Brent Council, as a "best value authority" is under general duty of best value to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". Under the duty of best value, the Council should consider overall value, including environmental and social value, when reviewing service provision.

5.5 Before deciding how to fulfil their best value duty, local authorities are required to consult a wide range of local persons, including voluntary and community sector organisations and businesses as set out in section 3(2) of the Local Government Act 1999.

5.6 In March 2015, the Government circulated revised Best Value Statutory Guidance. According to that Guidance, local authorities should be sensitive to the benefits and needs of voluntary and community sector organisations and should seek to avoid passing on disproportionate cuts.

5.7 The Guidance also advises that a local authority intending to reduce or end grant funding or other support to a voluntary or community organisation that will materially threaten the viability of the organisation or service it provides should give at least three months' notice to both the organisation involved and the public/service users. The Guidance also advises that a local authority should actively engage the organisation as early as possible on the future of the service, any knock-on effect on assets used to provide this service and the wider impact both on service users and the local community.

5.8 The Guidance also advises that where appropriate, local authorities should make provision for an affected organisation or wider community to put forward options on how to reshape the service or project and local authorities should assist this by making available all appropriate information.

The full guidance is available here:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/418505/Revised_Best_Value_Statutory_Guidance_final.pdf

5.9 The Equality Act 2010 (the Act) introduced a new public sector equality duty (the equality duty or the duty). It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

5.10 In 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

5.11 The duty continues to be a "have regard duty", and the weight to be attached to it is a matter for the Council, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.

5.12 The Equality and Human Rights Commission has recently issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled Practice". The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at:

http://www.equalityhumanrights.com/legal-and-policy/equality-act/equality-actcodes-of-practice-and-technical-guidance/

5.13 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:

• The essential guide to the public sector equality duty
• Meeting the equality duty in policy and decision-making
• Engagement and the equality duty
• Equality objectives and the equality duty
• Equality information and the equality duty

5.14 The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at:

http://www.equalityhumanrights.com/advice-and-guidance/public-sectorequalityduty/guidance-on-the-equality-duty/

6.0 Diversity Implications

6.1 All equalities groups will be considered when awarding grant funding. However, due to the cumulative and disproportionate impact of budget cuts on some protected groups there may be a need for positive action towards those groups worst affected when awarding grant funding. This will be considered against each of the protected groups' level of need in the borough in context of budget cuts. A full EqIA has been attached as Appendix 2.

7.0 Background Documents

- Brent Advice Agencies Review – Cabinet Report 16/11/2015
- Brent Borough Plan 2015- 2019
- Brent Voluntary Sector Initiative Fund 2012 - 2016 Cabinet Report and Appendices 2012

8.0 Appendices

- Appendix 1: Summary of VSIF funded projects – 2012 – 2016
- Appendix 2: Equality Impact Assessment Report – VSIF 2016-2018

Peter Gadsdon
Director of Performance, Policy and Partnerships

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Voluntary Sector Initiative Fund – Local Grants 2016 – 2018

Appendices

Appendix 1: Summary of VSIF Funded Projects – 2012–2016…….Page 1

Appendix 2: Equality Impact Assessment Report – VSIF 2016-2018…… .Page 7

Appendix 1: Summary of VSIF Funded Projects – 2012 - 2016

The Voluntary Sector Initiative Fund (VSIF) was created from the previous Main Programme Grant & Advice budgets and was the result of extensive public consultation with voluntary sector organisations. The Voluntary Sector Initiative Fund (VSIF) has been allocated into four funding streams:

1) Local Grants
2) Infrastructure Support – CVS funding
3) Advice and Guidance Contracts
4) London Council's Grant

This report summarised the projects funded under the Local Grants funding stream. The Local Grants were allocated to grant-funded Borough Plan aligned projects

There were 2 VSIF grants programmes running as follows, one being completed in March 2015 and another running until March 2016.

VSIF Local Grants 2012-2015

This first round of Local Grants for the financial year 2012-13 was allocated to be used for projects which ran for 2 years and 9 months and which were aligned to the Borough Plan priorities excluding crime and regeneration. These are referred to as VSIF Local Grants 2012-15 and were approved by the Executive in January 2012. A budget allocation of £661,147 was allocated between 12 projects. The bids invited were around the following themes

- Theme1: Supporting children and Families and enabling young people to thrive
- Theme 2: Addressing Health and Well Being
- Theme 3: Protecting our environment and enhancing our cultural offer

Crime and regeneration theme funded projects ran until March 2013 and this is why these priorities were not included this round.

The council received 51 bids from 49 organisations seeking a total of £3,017,367 Of the 49 organisations which applied, 23 were new to council grant funding or returning after a number of years. For a number of new organisations which applied in this round there was further development required to meet the funding criteria.

VSIF Local Grants 2012-15 – Funded Projects

	Project	Organisation	Total	1st nine Months	Year 2	Year 3
1	**Adolescents at Risk** Counselling and support for mental health of young offenders	Brent Centre for Young People	68,750	18,750	25,000	25,000
2	**Chalkhill Crea8** Creative activities for young people in Chalkhill	Chalkhill Community Centre	62,051	17,015	22,468	22,568

3	**Creative Minds** Peer mentoring for young people affected by mental health problems	Brent Active Citizen's	68,550	18,750	24,900	24,900
4	**Comprehensive community care services for people affected by SCD, their carers and family** Sickle Cell health advice	The Sickle Cell Society	68,750	18,750	25,000	25,000
5	**Brent Youth HiCrEc Employment Project** NEET activities and accredited training related to the 'Creative Industries'	SABA	68,750	18,750	25,000	25,000
6	**Energise Brent** Climate Change Champions	London Sustainability Exchange	60,000	16,364	21,818	21,818
7	**Expanding Horizons** youth activities for young people in South Kilburn	OK Club	27,500	7,500	10,000	10,000
8	**Healthy Bodies+ Healthy Minds = Healthy Future** Health and Well being activities for young people	Cricklewood Homeless Concern	68,750	18,750	25,000	25,000
9	**Healthy Living activities for Older People** Food growing, cooking and exercise classes for older people	Elders Voice	52,796	16,197	18,029	18,570
10	**Reading for Life** Reading support for school children to improve their literacy and personal development	Volunteer Reading Help	63,000	13,000	25,000	25,000
11	**Supporting improvement of mental health for residents** Club for Older People	Magnolia Senior Citizens Club	4,000	1,000	1,500	1,500
12	**Happy and Healthy Families Project -** Activities around Education, Employment, Training and Healthy Living Activities to prevent disengagement, poor physical and mental health, and Social Isolation	Pakistan Community Centre	48,250	13,158	17,546	17,546
	TOTAL		**661,147**	**177,985**	**241,261**	**241,902**

VSIF Local Grants 2013-2016

A 3-year funding stream which commenced in the financial year 2013-14 for projects aligned to the range of borough plan priorities (community safety; regenerating the borough; supporting children & families; addressing health & wellbeing and protecting the environment). These grants which offered additional themes are referred to VSIF

Local Grants 2013-16. These were approved by the Executive in February 2013 with a total budget allocation was £1,114,701 of which £951,363 was allocated over a period of three years to 14 projects meeting the grant criteria.

The remaining budget was allocated to small grants from 2013-2016. The small grants are for a period of one year up to a maximum of £10,000. Small grants funding was awarded to local organisations to assist with on-off projects, events, equipment that will benefit residents in the borough.

The council received 65 bids from 65 organisations seeking a total of £3,017,367 over a three-year period. Of the 65 organisations which applied, 23 were new to council grant funding or returning after a number of years. For a number of new organisations which applied in this round there was further development required to meet the funding criteria

The council is working with CVS Brent to ensure continued support for organisations bidding for funding from the council and other funders and look at the range of other ways in which local groups can have more success in securing other funding for local projects in Brent

VSIF Local Grants 2013-16 – Funded Projects

	Project	Organisation	Total	Year 1	Year 2	Year 3
1.	**Safe to Achieve** Violence Prevention Education in Schools and Communities	Advance Advocacy	£75,000	25,000	25,000	25,000
2.	**Dementia Information and Awareness Raising Service** This project at increasing dementia awareness in Brent and provide residents affected by dementia with accurate and accessible information on dementia and local support services	Alzheimer's Society	£74,908	24,949	24,959	25,000
3.	**Training for Volunteer Advisers** Project involves employing a part-time Volunteer Training and Support Worker to recruit, train and support volunteers from amongst unemployed residents in the most deprived wards in the borough.	Brent Citizens Advice Bureau	£71,311	23,596	23,784	23,931
4.	**Get Active** Awareness Raising activities to improve the health and wellbeing for people with mild to moderate learning disabilities, by increasing their level of physical activity and improving their diet to help improve their	Brent Mencap	£73,651	24,042	24,716	24,893

	physical condition and reduce levels of obesity.					
5.	**Community Engagement & Mental Health Promotion** Raising awareness of mental health within Brent BMER community and to professionals working in mental health field.	Brent Mind (Association for Mental Health)	£74,456	25,000	24,500	24,956
6.	**Healthier Homes** Project aims to increase (by 90 - 100 a year) the number of private tenants whose living conditions are improved thereby minimising health risks and promoting a sense of well-being for them and their families	Brent Private Tenants Rights Group	£75,000	£25,000	£25,000	£25,000
7.	**Artspiration** An integrated, inter-generational activity for young people to break down barriers, bring people together and build a sense of community in partnership with one community school.	Drama Workhouse	£66,525	£22,175	£22,175	£22,175
8.	**Brent Community Co-operative (BRECO)** Activities around raising awareness about sustainability/ environmental issues in Brent amongst Brent residents	Energy Solutions	£75,000	25,000	25,000	25,000
9.	**Hestia Brent Domestic Abuse Services Children's Arts and Drama Therapy** Activities to support children to recover from the trauma of domestic violence by providing art or drama therapy sessions in the domestic violence refuges in Brent.	Hestia Housing Support	£34,920	11,640	11,640	11,640
10.	**Access to Employment** Programme aims to support young people into jobs	I Serve Project- Discontinued	£64,060	£22,020	£21020	£21,020
11.	**The Prince's Trust 'Get into Programme'** Programme aims to support young people into jobs.	The Prince's Trust	£64,870	£15,500	£24,620	£24,750
12.	**Early Intervention Support for Families** Family mediation, 1:1 Counselling, Play therapy to support better relationships and help develop more robust families.	Relate London North West	£63,148	£20,430	£21,043	£21,675

13.	**Steel Pan in the Community 2013-16** Musical activities for young people.	St Michael's Youth Programme	£75,000	£25,000	£25,000	£25,000
14.	**The Green Works** Programme aims to support young people with disabilities into jobs	Toucan Employment	£63,514	22,572	20,501	20,441
	TOTAL		**£951,363**	**£311,924**	**£318,958**	**£320,481**

Appendix 2: Equality Impact Assessment Report – VSIF 2016-2018

Equalities Impact Assessment

Amendments to the Voluntary Sector Initiative Fund – Grants for 2016 – 2018

Department
Chief Operating Officer's

Person Responsible
James Curtis

Created
26 November, 2015

Last Review
03 December, 2015

Status
Awaiting submission

Next Review
TBC

Introduction

This Impact Assessment considers the proposal to make amendments to the Voluntary Sector Initiative Fund – Local Grants, which was approved previously from 2012 – 2015.

The proposal reasserts the underlying principles for grant funding whilst taking into account the reduced budget that is available to provide large grants and the new priorities of the borough as set out in the Borough Plan 2015 – 2019.
The main amendments to the new grants programme are:

- Alignment of the priorities of the grant programme to the new priorities of the Borough Plan 2015 – 2019;
- A decrease of the total annual amount of funding available of £168k;
- A change in the term of grant funding from 3 years to 2 years; and
- An introduction of a grant condition of paying all staff funded through the grant the London Living Wage.

Impact Assessment Data

What effects could your policy have on different equality groups and on cohesion and good relations?

The amendments to the grant programme will align the proprieties of the grant programme to those set out in the new Borough Plan 2015-16: better locally; better place and better lives. This will require them to be fully inclusive of all equality groups in the borough and have a positive impact on cohesion in the borough overall.

There will a general reduction in funding of £168k, although as this is an across the board reduction in spending, it should not impact any one protected group disproportionally more than any of the others should it do so at all. There is also no reason to believe that a change in grant term from three to two years as set out in the introduction should raise any equalities concerns.

The introduction of the London Living Wage for paid staff will also have positive equalities outcomes insofar as it may narrow the income gap between those equality groups in the borough who often do not earn as much as the mainstream.

Any possible adverse impacts across these characteristics will likely become more apparent in the current fiscal climate of reduced public expenditure and the subsequent £168k change in grant spending. Infrastructure spending for Brent CVS will be maintained and is intended to support the growth and maintenance of a robust voluntary sector in Brent. This will have positive equalities outcomes for the borough as a whole.

Summary of research and/or engagement activities

Could any of the impacts of the advice and guidance review be unlawful under the Equality Act 2010?

No

What actions will we take to enhance the positive potential impacts that have been identified?

Ensure that all equalities groups are considered when awarding grant funding so that any one group does not benefit disproportionally more than others. However, due to the cumulative and disproportionate impact of budget cuts on some protected groups, there may be a need for positive action towards those groups when awarding grant funding. This will be considered against each protected groups' level of need in the context of budget cuts. In addition to this, infrastructure spending will remain in place to support the growth and maintenance of a thriving voluntary sector in the borough serving all equality groups.

What actions will be taken to remove any potential negative impacts that have been identified?

In allocating grants, consideration will be given to ensure that the widest range of services and activities are funded within the budget limits, taking into consideration the communities and needs in Brent. This will ensure that the grant funding programme as a whole is fully inclusive of all groups protected by the Equality Act.

Please explain how any remaining negative impacts can be justified?

The fiscal constraints imposed upon the borough by central government set out in the Comprehensive Spending Review mean that we have no choice but to reduce the budget for the grants programme. Under the 2012-15 arrangement, some equality groups benefitted disproportionately more than others for example, disabled,

BAME and female residents, therefore a general reduction in spending may impact these groups disproportionally. Under the new arrangement, consideration will be given to every group when awarding funding to ensure that the program is fully inclusive of all groups protected by the Equality Act. However, the disproportionate impact of budget cuts on certain groups in the borough may necessitate a higher level of grant funding for those groups. This will be considered when awarding grant funding and will help to mitigate the potential negative effects outlined above.

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Brent	**Cabinet** 8 February 2016 **Report from the from the Director of Performance, Policy & Partnerships**
	Wards affected: Mapesbury

Authority to market the Sports Club at the Gladstone Youth and Community Centre under the Council's Community Asset Transfer (CAT) Policy

Appendix I is not for publication.

1.0 Summary

1.1 Through the Council's Community Asset Transfer (CAT) policy, the Sports Club at the Gladstone Youth and Community Centre was the subject of an Expression of Interest (EOI) by Kilburn Cosmos, (KCRFC). This EOI has been evaluated and has passed the relevant tests as outlined in the CAT policy. The next step of the decision making process is for Cabinet to grant authority to market the asset as a CAT opportunity.

2.0 Recommendations

2.1 That Cabinet approve the marketing of the Sports Club at the Gladstone Youth and Community Centre as a CAT opportunity for a seven year lease, as per 3.9.

2.2 That Cabinet note, following marketing through a non binding informal tender process, the final decision to let the asset on the agreed terms will be placed before Cabinet for approval.

2.3 That Officers advertise in the local newspaper in accordance with Section 123 of the Local Government Act 1972 the Sports Club as shown on the Site Plan Appendix II and in the event of objections they be considered by the Strategic Director of Resources unless in the opinion of the Strategic Director of Resources significant objections are received in which case this should be reported back to the Cabinet for it to consider.

3.0 Detail

Community Asset Transfer (CAT) Policy

3.1 The CAT policy was launched in July 2015. It outlines a framework that supports the identification, transfer and sustainable management of Council assets by Third Sector Organisations (TSOs). It encourages TSOs to approach the Council with proposals for assets by submitting a completed Expression of Interest (EOI) template, which summarises their vision for the asset including how the intended use supports Borough Plan 2015-19 priorities.

3.2 The CAT policy is underpinned by five principles[1]:

1. Community asset transfers will support the priorities of the Borough Plan;
2. Organisations that benefit from the transfer need to be credible, constituted, financially viable with a clear business case;
3. The services and building need to promote equality and community cohesion;
4. All opportunities should be advertised; and
5. Buildings should be transferred on a repairing leasehold basis.

Principle four - *all opportunities should be advertised* - means that a successful EOI does not guarantee the submitting organisation the lease of the asset. Instead, pending Cabinet approval, the asset will be marketed as a CAT opportunity; for which all interested TSOs can submit a more detailed, full application through a non binding open market tender process.

Expression of Interest (EOI)

3.3 An EOI for the asset was submitted by KCRFC; the Council's current tenant of this asset. Through a successful CAT this organisation aims to obtain funding that can be used to improve the asset's facilities, which in turn will enable them to increase their sporting provision and grow as a club.

The Borough Plan Test

3.4 The proposal was evaluated to successfully support the priorities outlined in the Borough Plan 2015-19. Additionally, there is scope for a project of this type to contribute towards a number of Borough Plan outcomes to be achieved by 2019 including:

- Participation rates in sport, physical recreation and cultural activities amongst the highest in London.
- Childhood obesity rates will be amongst the lowest in London.

[1] These were approved Brent's Cabinet on 1 June 2015 following a report titled 'Strategic Property Plan 2015-19 including proposals in respect of Community Asset Transfer'.

- A range of examples of new service models developed and run in partnership with local people and organisations.

3.5 The proposal is supported by the lead Brent Service on the basis that it would be beneficial to the borough if an organisation could secure funding to improve the facilities and increase the sporting provisions available at the asset.

The Property Test

3.6 The property is located at 162 Anson Road London NW2 6BH, and is situated within the Gladstone Park. The building was built circa 1935. It is a single storey building with a ground floor and basement. It is of brick construction with the concrete roof being part flat and part shell.

3.7 The ground floor comprises a main hall, playroom, 2 offices, kitchen, WC's, a bar area, and various storage rooms. The basement contains a gymnasium. The building is not in good condition. The building has two separate demises occupied by the Ellen Louise Nursery and the KCRFC. The area demised to the tenant under the CAT, (i.e. the Club house, bar and ancillary outside area), is 130sq m internal and 190sq m external.

3.8 By leasing the asset through a CAT it should enable the tenant to produce increased community outputs and secure further funding to sustain and develop the asset.

Proposed Lease Terms

3.9 The CAT policy generally allows for a 7 year lease to be granted to the preferred tender bidder. However, a longer lease would enable bidders to pursue necessary additional funding. Should applicants require a longer lease, when they apply they will need to provide a business case supporting the request.

Bid Evaluation Methodology

3.10 Subsequent to the marketing of an asset as a CAT opportunity, all eligible applications are evaluated against the 'Property Application Evaluation Criteria', detailed in the Community Asset Transfer policy June 2015. The assessment is largely qualitative, testing in the first instance for eligibility, then removing from the process applications that do not qualify, and testing remaining applicants against the following criteria:

1. If the applicant is properly constituted and governed, skilled and capable to manage the asset and deliver the proposed service, financially able to take on the property commitment and suitably experienced, asking for a copy of the applicant's equality policy.
2. A rental value and comments to proposed heads of terms.
3. If the lead service supports the service offer.
4. If the social value outcomes justify the transfer.
5. If equalities outcomes support the transfer.
6. If the proposed merits of the application outweigh the negatives.

7. If there has been a noted declaration of connection or interest noted.

3.11 The evaluation criteria is used to analyse bids against competing applications, allowing for an overall assessment of value. The marketing particulars are designed to include a guide price; this is determined by the valuation at Appendix I. The final lease rent will be determined by the applicant through the property application process, as per 3.10.2, that can be higher or lower then the guide price. The selection process is based on an overall assessment of value.

4.0 FINANCIAL IMPLICATIONS

4.1 From the valuation it is expected that the tenderers will make a rental bid as per confidential Appendix I. There is an existing rental flow associated with this asset which is detailed in Appendix I.

4.2 It should be noted that there may be a Social Value in a tenderer's bid, (over and above the outputs currently delivered from the asset), that can be translated into a financial value and may be offset against the actual rental income that the Council receives from this asset.

4.3 The Social Value attached to a tenders bid will involve assigning financial proxies to the outputs delivered by the successful CAT bidder, for example: '*the number of children regularly participating in sporting activity*'. The outputs used to demonstrate Social Value will be tailored to promote best use of this asset; including well-being measures around sport and fitness activities, inclusivity for community organisations and local people, and ensuring pleasant and well-maintained public spaces.

4.4 All assets under the CAT policy are transferred on a repairing leasehold basis; therefore all redevelopment and maintenance costs post-transfer are expected to be met by the successful CAT bidder and should incur no additional costs to the Council.

5.0 LEGAL IMPLICATIONS

5.1 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.

5.1.1 The Council must obtain the best consideration that is reasonably obtainable unless it is a lease for 7 years or less.

5.1.2 Disposals on the open market, either by way of auction tender or by way of appointing a marketing agent, will satisfy the best consideration requirement.

5.2 The lease will be as per the standard CAT policy and will be a template lease that will include the applicant's service officer in the appendix section.

5.3 Since the Sports Club forms part of public open space the disposal of the

same has to be advertised under Section 123 of the Local Government Act 1972 in the local newspaper for two weeks, with a 21 day period for objections. Any objections will need to be considered by the Strategic Director of Resources unless, in the opinion of the Strategic Director of Resources, significant objections are received in which case this matter should be reported back to the Cabinet for it to consider.

6.0 DIVERSITY IMPLICATIONS

6.1 The EOI confirms that the services and activities included in the proposal will be inclusive and open to all. In relation to the nine protected equalities characteristics, the outcomes associated with this EOI proposal were evaluated as having either positive or neutral outcomes. If the asset is marketed as a CAT opportunity the full application process will include a more detailed equalities assessment based on full business plans.

7.0 STAFFING/ACCOMMODATION IMPLICATIONS

7.1 Following a successful CAT bid the relevant service unit will monitor the Tenant's outputs on a yearly basis to ensure compliance with the agreed social and other outputs to the community.

8.0 ADDITIONAL INFORMATION

Appendix I: Current Rental and Proposed Rental under the CAT (below the line).
Appendix II: Site Plan.

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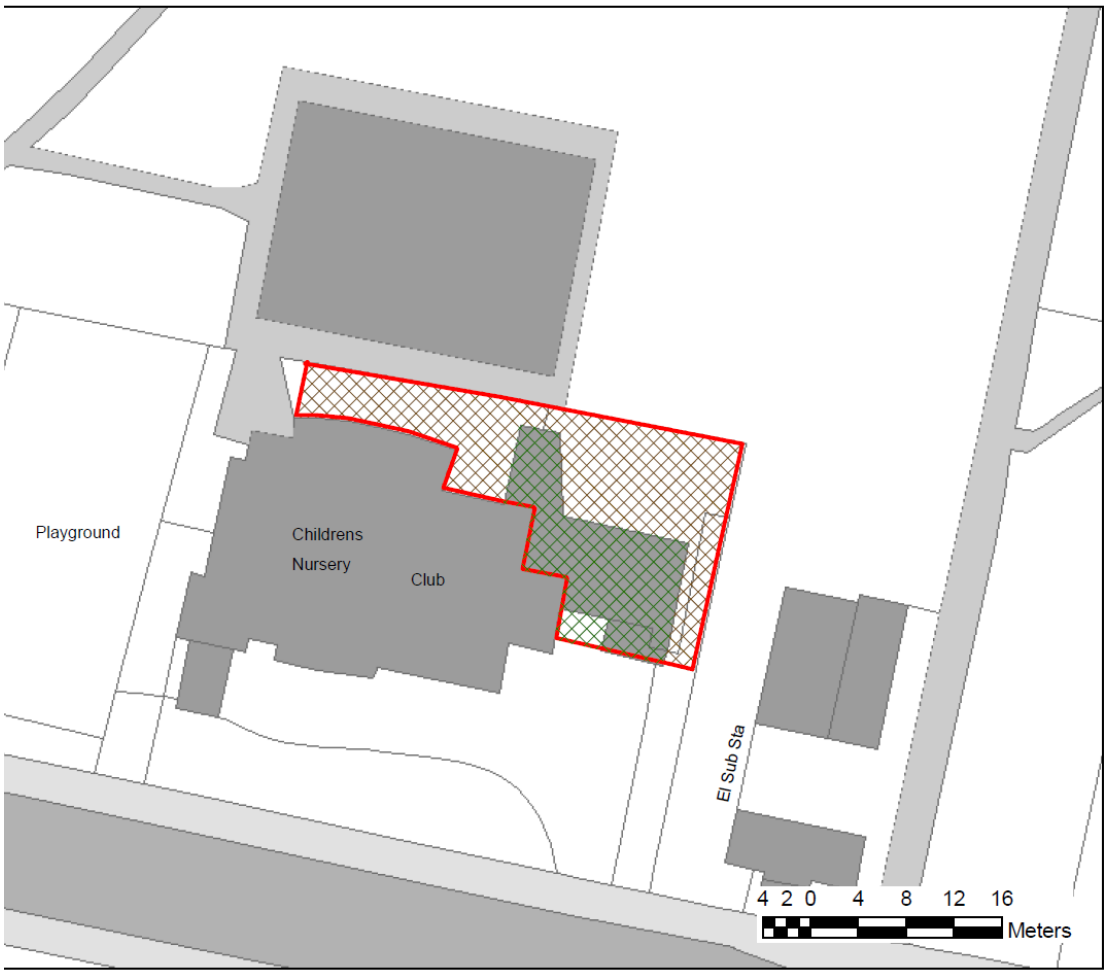
Sarah Chaudhry - Head of Property. 020 8937 1705
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Peter Gadsdon, Director of Performance, Policy and Partnerships

Appendix I

Appendix II

Gladstone Sports Club
Area to be demised,
Gladstone Centre, 162 Anson Road,
London, NW2 6BH



Area to be Demised | External Premises | Internal Premises

Brent

1:500

Plan to stated scale if printed at A4.

NORTH

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of the Local Government Act 1972.

Document is Restricted

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Brent	**Cabinet** 8 February 2016 **Report from the Director of Performance, Policy & Partnerships**
	Wards affected: Northwick Park

Authority to market Northwick Park Pavilion (Main Hall and Ancillary Areas) under the Council's Community Asset Transfer (CAT) Policy

Appendix I is not for publication.

1.0 Summary

1.1 Through the Council's Community Asset Transfer (CAT) policy, the Northwick Park Sports Pavilion was the subject of an Expression of Interest (EOI) by a consortium led by Sudbury Court Residents Association. This EOI has been evaluated and revised to include just the main hall and ancillary areas of the asset; resulting in a successful nomination. The next step of the decision making process is for Cabinet to grant authority to market the asset as a CAT opportunity.

2.0 Recommendations

2.1 That Cabinet approve the marketing of the Northwick Park Pavilion (Main Hall and Ancillary Areas) as a CAT opportunity for a seven year lease, as per 3.10.

2.2 That Cabinet note, following marketing through a non binding informal tender process, the final decision to let the asset on the agreed terms will be placed before Cabinet for approval.

2.3 That Officers advertise in the local newspaper in accordance with Section 123 of the Local Government Act 1972, the land shown edged XXX on the Site Plan Appendix III and in the event of objections they be considered by the Strategic Director of Resources, unless in the opinion of the Strategic Director of Resources significant objections are received, in which case this should be reported to Cabinet for it to consider.

3.0 Detail

Community Asset Transfer (CAT) Policy

3.1 The CAT policy was launched in July 2015. It outlines a framework that supports the identification, transfer and sustainable management of Council assets by Third Sector Organisations (TSOs). It encourages TSOs to approach the Council with proposals for assets by submitting a completed Expression of Interest (EOI) template, which summarises their vision for the asset including how the intended use supports Borough Plan 2015-19 priorities.

3.2 The CAT policy is underpinned by five principles[1]:

1. Community asset transfers will support the priorities of the Borough Plan;
2. Organisations that benefit from the transfer need to be credible, constituted, financially viable with a clear business case;
3. The services and building need to promote equality and community cohesion;
4. All opportunities should be advertised; and
5. Buildings should be transferred on a repairing leasehold basis.

Principle four - *all opportunities should be advertised* - means that a successful EOI does not guarantee the submitting organisation the lease of the asset. Instead, pending Cabinet approval, the asset will be marketed as a CAT opportunity; for which all interested TSOs can submit a more detailed, full application through a non binding open market tender process.

Expression of Interest (EOI)

3.3 An EOI for the asset was submitted by a consortium led by Sudbury Court Residents Association, which also includes Parnell's Gaelic Football Club and Bright Kids day nursery. Through a successful CAT the consortium aims to develop the underused areas of the asset into a hub for community activities in the evenings and at weekends, as well a 'pack up' nursery operation during weekday day-times.

The Borough Plan Test

3.4 The proposal was evaluated to successfully support the priorities outlined in the Borough Plan 2015-19. Additionally, there is scope for a project of this type to contribute towards a number of Borough Plan outcomes to be achieved by 2019 including:

- Significantly more examples of communities taking action for themselves to improve the quality of life in their neighbourhoods.

[1] These were approved Brent's Cabinet on 1 June 2015 following a report titled 'Strategic Property Plan 2015-19 including proposals in respect of Community Asset Transfer'.

- Participation rates in sport, physical recreation and cultural activities amongst the highest in London.
- A range of examples of new service models developed and run in partnership with local people and organisations.

3.5 The initial EOI was intended for the entire pavilion site. This proposal was rejected because it would interfere with the current sport use of the pavilion and the services the Council is committed to provide from it. However, it is recognised that the hall, bar and related area of the pavilion is currently under-utilised, and also that the vision detailed by the consortium could be realised from this area of the asset alone. Following agreement from the lead organisation to revise the proposal to include just the main hall and ancillary areas of the asset, it was re-evaluated. The revised proposal was subsequently supported by the lead Brent Service (that manages the Council's Sport and Parks facilities) with the caveat that any use of the asset must not interfere with the primary sport use of the pavilion and that restrictions regarding times of use and noise are adhered to.

The Property Test

3.6 The property is of a single storey brick construction with a flat roof built circa 1950. It comprises a hall and ancillary areas within a sports pavilion. It is centrally located in public open space with an adjacent pay and display carpark. It is accessed via The Fairway.

3.7 The hall and ancillary areas are accessed by a separate entrance from the rest of the building, with the hall having a Gross Internal Area (GIA) area of 188 square meters (sqm). The whole building comprises 1133sqm. It has single glazing with metal shutters and oil fired central heating.

3.8 The building is shared with Brent's Park Service who provide public changing facilities for sport. Separation works are required and the ingoing tenant will be required to alter the premises pre-occupation, as follows:

- Doors into the pavilion corridor from the main hall will need to be removed and replaced with a wall.
- New access needs to be created within the area to be used.
- Water will either have to be converted to a sub-meter and recharged or an agreed amount paid to the Parks Service (who currently pays the bill for the entire site).
- Other utilities for the main hall and ancillary areas will need to be split from those for the wider pavilion site; this will include changing the heating to an electric supply.

3.9 The property is suitable for a CAT and has been under-utilised over the past few years. It is considered appropriate for a TSO to lease it from the Council to increase its utilisation and bring it back into use to provide benefits to the community. It is recommended that there is a three month marketing period in order to reflect the level of alterations that a bidder is required to undertake in order to produce a substantive and solid proposal.

Proposed Lease Terms

3.10 The CAT policy generally allows for a 7 year lease to be granted to the preferred tender bidder. However, a longer lease would enable bidders to pursue necessary additional funding. Should applicants require a longer lease, when they apply they will need to provide a business case supporting the request.

Bid Evaluation Methodology

3.11 Subsequent to the marketing of an asset as a CAT opportunity, all eligible applications are evaluated against the 'Property Application Evaluation Criteria', detailed in the Community Asset Transfer policy June 2015. The assessment is largely qualitative, testing in the first instance for eligibility, then removing from the process applications that do not qualify, and testing remaining applicants against the following criteria:

1. If the applicant is properly constituted and governed, skilled and capable to manage the asset and deliver the proposed service, financially able to take on the property commitment and suitably experienced, asking for a copy of the applicant's equality policy.
2. A rental value and comments to proposed heads of terms.
3. If the lead service supports the service offer.
4. If the social value outcomes justify the transfer.
5. If equalities outcomes support the transfer.
6. If the proposed merits of the application outweigh the negatives.
7. If there has been a noted declaration of connection or interest noted.

3.12 The evaluation criteria is used to analyse bids against competing applications, allowing for an overall assessment of value. The marketing particulars are designed to include a guide price; this is determined by the valuation at Appendix I. The final lease rent will be determined by the applicant through the property application process, as per 3.11.2, that can be higher or lower then the guide price. The selection process is based on an overall assessment of value.

4.0 FINANCIAL IMPLICATIONS

4.1 From the valuation it is expected that the tenderers will make a rental bid as per confidential Appendix I.

4.2 It should be noted that there may be a Social Value in a tenderer's bid that can be translated into a financial value and may be offset against the actual rental income that the Council receives from this asset.

4.3 The Social Value attached to a tenders bid will involve assigning financial proxies to the outputs delivered by the successful CAT bidder, for example: '*the number of people participating in community activities'*. The outputs used to demonstrate Social Value will be tailored to promote best use of this asset; including well-being measures around sport and fitness activities, inclusivity

for community organisations and local people, and ensuring pleasant and well-maintained public spaces.

4.4 The main hall of the asset is available for rent but has been significantly under-utilized. In the last year it has been rented out once and generated £160 income for the Council.

4.5 All assets under the CAT policy are transferred on a repairing leasehold basis; therefore all redevelopment and maintenance costs post-transfer are expected to be met by the successful CAT bidder and should incur no additional costs to the Council.

5.0 LEGAL IMPLICATIONS

5.1 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.

5.1.1. The Council must obtain the best consideration that is reasonably obtainable unless it is a lease for 7 years or less.

5.1.2. Disposals on the open market, either by way of auction tender or by way of appointing a marketing agent, will satisfy the best consideration requirement.

5.2 The lease will be as per the standard CAT policy and will be a template lease that will include the applicant's service officer in the appendix section.

5.3 Since the Northwick Park Pavilion (Main Hall and Ancillary Areas) is held as public open space the disposal of the same has to be advertised under Section 123 of the Local Government Act 1972 in a local newspaper for two weeks, with a 21 day period for objections with any objections being considered by the Strategic Director, unless, in the opinion of the Strategic Director of Resources significant objections are received in which case this should be reported back to the Cabinet for it to consider.

6.0 DIVERSITY IMPLICATIONS

6.1 The EOI confirms that the services and activities included in the proposal will be inclusive and open to all. In relation to the nine protected equalities characteristics, the outcomes associated with this EOI proposal were evaluated as having either positive or neutral outcomes. If the asset is marketed as a CAT opportunity the full application process will include a more detailed equalities assessment based on full business plans.

7.0 STAFFING/ACCOMMODATION IMPLICATIONS

7.1 Following a successful CAT bid the relevant service unit will monitor the Tenant's outputs on a yearly basis to ensure compliance with the agreed social and other outputs to the community.

8.0 ADDITIONAL INFORMATION

Appendix I: Valuation (below the line).
Appendix II: Photographic Schedule
Appendix III: Site Plan.

Contact Officers

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Peter Gadsdon, Director of Performance, Policy and Partnerships

Appendix I

NOT FOR PUBLICATION

Appendix I 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)”

Appendix II: Photographic Schedule

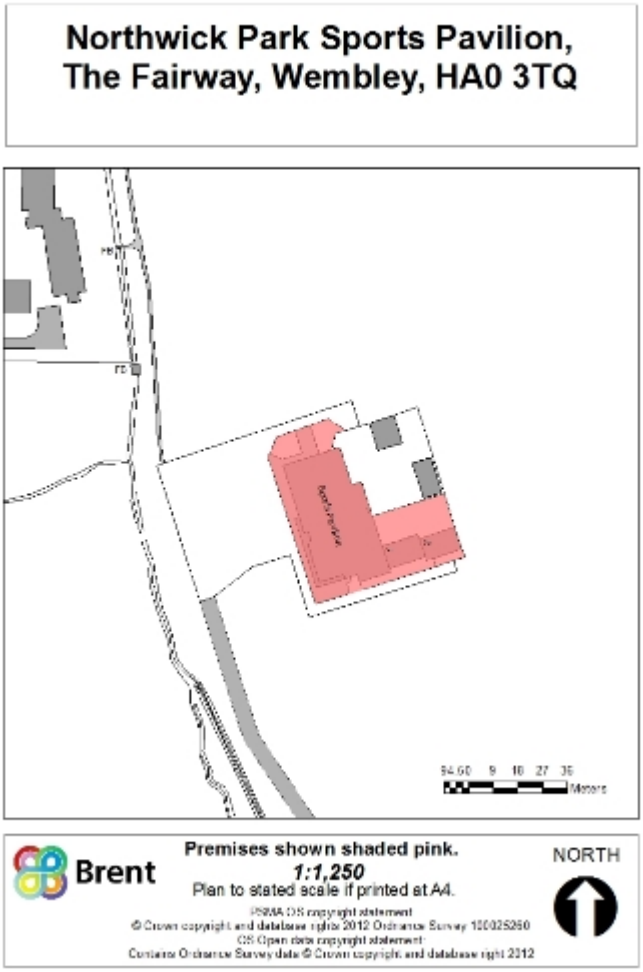








Appendix III: Site Plan and Internal Plan of Area to be Demised



Internal Layout to Be Demised



Internal Layout of the building



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

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Brent	**Cabinet** 8 February 2016 **Report from the Chief Executive**
For Action	Wards Affected: ALL

Performance Report, Q3 (Oct-Dec) 2015/16

1.0 Introduction

1.1 The Borough Plan for 2015-16 was agreed by Full Council in May 2015. It sets out three priorities for Brent as follows:

- Better Lives
- Better Place
- Better Locally

1.2 The Corporate Plan adds an additional internally focussed priority:

- Better Ways of Working

1.3 The Borough Plan is an overarching plan which sets out our vision for the borough. It is part of a suite of plans which, together with the council's Corporate Plan, departmental plans, and individual targets and appraisals, establish the golden thread process for all council activity.

1.4 The purpose of this report is to provide Cabinet with a corporate overview of performance information linked to the current priorities for Brent, to support informed decision-making, and to manage performance effectively.

1.5 This quarter sees a return to quarterly reporting, in line with the strategic calendar of the financial year. Where measures are collected monthly by services, these are reported monthly up until the end of the reported financial quarter. Where data is as yet unavailable (normally externally sourced data), an approximate due date has been provided.

1.6 The performance measures included within the report represent those considered to be most relevant to tracking achievement against the four corporate priorities for Brent. Where available, quartile and benchmarking information has been used to inform target setting. Annual performance measures are reported when new performance data becomes available.

1.7 Where measures have an Amber or Red RAG status, commentary is mandatory in line with the new performance framework and is included in the scorecard. For measures which have a Green RAG status, commentary is optional.

1.8 The performance measures included within this report represent a small subset of those measured within the council. A wider range of performance measures are tracked within each council department and by its partners.

1.9 Additional performance measures may be included, by exception, if performance levels highlight particular achievements to be celebrated or present risks associated with the realisation of Brent's priorities.

1.10 This is the first year of performance reporting under the new performance framework aligned to the Borough and Corporate Plans for 2015-16. For the purposes of this report, the scorecard will reflect measures according to their functional groupings as well as main priority. For example, all measures relating to schools will be grouped together as 'Schools and Education' as well as being part of the Better Lives suite.

2 Performance Summary

2.1 Overall in Quarter 3, there are 97 (out of a total 137) indicators which have a Green, Amber or Red RAG status. 41 (30%) are currently on target (Green RAG). 21 (15%) are just below target (Amber RAG) and 35 (26%) are significantly below target (Red RAG).

2.2 There have been some minor revisions to indicators where needed. Employment and Skills indicators have been reviewed following the recent restructure and rationalised to a more concise number that reflect the key aspirations of the Employment, Skills and Enterprise Strategy 2015-2020.

(The new suite of measures refers to those prefixed as HE 81 to HE 88 inclusive).

2.3 The income figures generated by Planning for this year have been revised. Building Control income has been separated out and will now be reported as a separate indicator. Accordingly targets for both planning income and building control income have been revised and set for the rest of the financial year.

2.4 A new Volunteering indicator has been created (number of people registered as volunteers) and an existing volunteering indicator has been renamed (number of people successfully placed and volunteering) to better capture the partnership work around volunteering in the borough.

2.5 The uptake figure for the Nursery Education Grant is now reported as a snapshot figure rather then a cumulative one as per Department for Education (DfE) guidelines.

2.6 Areas showing improvement shown by a positive direction of travel are shown in the list below. Please note that the direction of travel is determined by performance over the financial year thus far. Where performance has levelled off, the indicator has not been listed.

Priority: Better Lives

- **Children's Social Care**
  - Percentage of Looked After Children with an up to date Personal Education Plan.
  - Average days between a child entering care and moving in with its adoptive family.
- **Schools and Education**
  - Percentage of schools that are judged good or outstanding by Ofsted.
  - Number of secondary schools that are judged good or outstanding by Ofsted.
  - Percentage of pupils attending Brent schools that are judged as being either good or outstanding.
  - Take up of the 2 year old Nursery Education Grant (%).
  - Percentage of 16 to 18 year olds who are not in education, employment or training (NEET).
- **Adults' Social Care**
  - Percentage of Safeguarding Adults investigations which are inconclusive.
  - Proportion of adults with a learning disability in paid employment.
  - Proportion of adults with a learning disability who live in their own home or with their family.

- Proportion of adults in contact with secondary mental health services living independently, with or without support.
- Adults using the social care service who receive direct payments.

- **Welfare**
  - Number of Overall Benefit Cap (OBC) impacted households in temporary accommodation.
- **Housing and Growth**
  - Additional income generated by Building Control.
  - Additional income generated by Planning.
  - Percentage of minor applications determined in 8 weeks, or formally agreed period.
  - Employment outcomes for priority areas ('The Living Room').
- **Internal Business**
  - Conference and events income to the Civic Centre.

Priority: Better Place

- **Housing and Growth**
  - Number of mandatory Houses in Multiple Occupation (HMOs) licensed.
  - Number of additional and selective dwellings licensed.
  - Average re-let time minor voids (days).
  - Number of households in Temporary Accommodation (TA).
  - Housholds in non self-contained Bed and Breakfasts for more than 6 weeks.
  - Number of households in Bed and Breakfasts.
- **Community Safety**
  - First time entrants to the Youth Justice System aged 10-17 per cohort.
- **Public Realm and Highways**
  - Percentage of sites with unacceptable levels of graffiti.
  - Number of kilograms of residual household waste collected per household.
- **Culture**
  - Percentage of library reservations satisfied within 7 days.

Priority: Better Locally

- **Partnership Working**
  - Numbr of people registered as a volunteer.
  - Number of people successfully placed and volunteering.
- **Internal Business**
  - Percentage of telephone calls answered through the council's Automatic Call Distributor (ACD) system.
  - Total number of complaints not upheld.
  - Number of Subject Access Requests (SARs) responded to within the statutory 40 days.
  - Number of complaints not upheld.

2.7 A summary list of Red RAG (high risk) indicators for the current quarter can be found below:

Priority: Better Lives	
Children's Social Care	Percentage of Looked After Children with an up to date personal education plan
	Percentage of social workers on a permanent contract
Schools and Education	No. of CYP applying for Reception and Years 7-11 (ages 11-16) not offered a school place within 4 weeks
	Percentage of care leavers in education, employment or training
	Number of new primary school places
	Number of new reception classes created
Adults' Social Care	Proportion of adults with a learning disability in paid employment
	The outcome of short-term services: sequel to service (REABLEMENT)
	Proportion of adults with a learning disability who live in their own home or with their family
	Proportion of people who use services that receive a direct payment
	Delayed transfers of care from hospital attributable to adult social care per 100,000 of population
Employment	Jobs - Wembley Works – Employment Outcomes
	Skills - Progression into Jobs – Outcomes
	Earnings - LLW signups
	Priority Areas - TLR - Employment Outcomes
Housing and Growth	Percentage of major applications determined in 13 weeks, or formally agreed period

Priority: Better Place	
Housing and Growth	Empty properties brought back into use
	Number of additional and selective dwellings licensed
	Average re-let time minor voids (days)
	Households in non self-contained B&B for more than 6 weeks
	Number of accepted homeless
	New affordable housing (GLA data)
Community Safety	Robbery offences
Public Realm and Highways	Number of flytips reported on public land (large and small)
	Tonnes of municipal waste sent to landfill

Priority: Better Locally	
Internal Business	Percentage of telephone calls answered by BCS
	Percentage of telephone calls answered through the council's ACD system
	Average days taken to process new benefit claims and change events
	Percentage of stage 1 complaints responded to within timescale
	Percentage of stage 2 complaints responded to within timescale
	Percentage of FOI responded to within 20 working days
	Number of SARs (Subject Access Requests) responded to within the statutory 40 days

Priority: Better Ways of Working	
Internal Business	Percentage of Black and Minority Ethnic staff (PO8 and above)
	Percentage of disabled staff
	Percentage of lesbian, gay and bisexual staff

3.0 Recommendations

3.1 Cabinet has been asked to:

a. Note the performance information contained in this report and agree remedial actions as necessary.
b. Consider the current and future strategic risks associated with the information provided and agree remedial actions as appropriate.
c. Challenge progress with responsible officers as necessary.

4.0 Financial implications

None.

5.0 Legal implications

5.1 Under section 4 of the Local Government Act 2000, every local authority in England must prepare a sustainable communities strategy for promoting or improving the economic, social and environmental well-being of their area and contributing to the achievement of sustainable development in the United Kingdom. A local authority may modify its sustainable communities strategy from time to time. When preparing or modifying its strategy, a local authority must consult with and seek the participation of “each partner authority” it considers appropriate, and any other person the local authority considers

appropriate. The council's Borough Plan 2015-16 is the council's current strategy pursuant to section 4 of the Local Government Act 2000.

5.2 In table 3 of part 4 of the council's constitution, it states that the Cabinet is responsible for formulating and preparing the sustainable communities strategy and then submitting the same to Full Council for consideration and adoption or approval. The sustainable communities strategy constitutes part of the policy framework. The council's Borough Plan for 2015-16 was agreed by Full Council in 2015.

6.0 Diversity implications

6.1 There are no direct diversity implications. However the report includes performance measures related to the council's diversity objectives and is part of the framework for ensuring delivery of these key outcomes.

7.0 Contact officer

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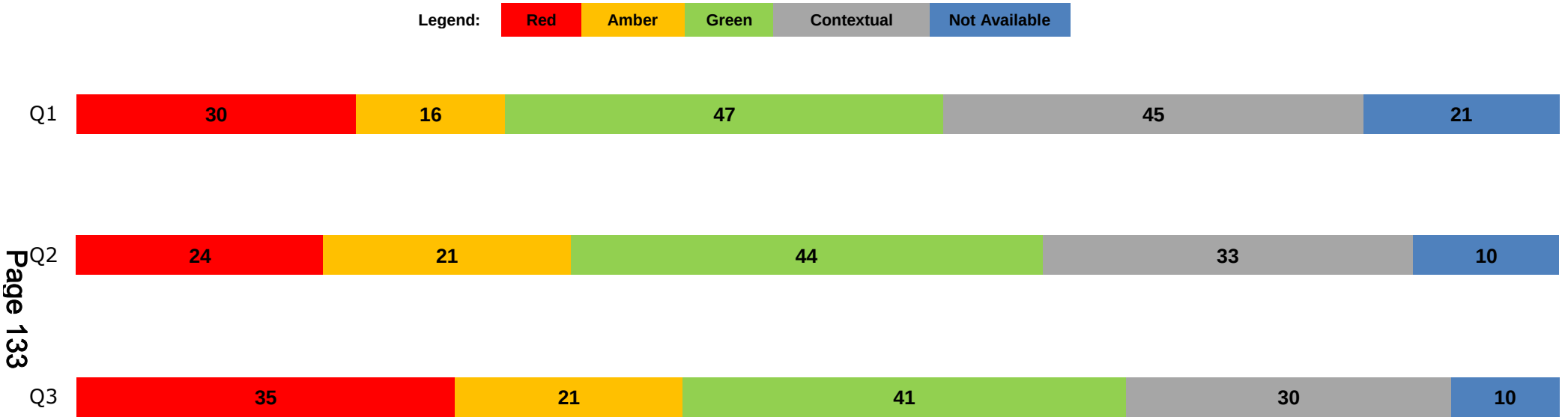
Peter Gadsdon
DIRECTOR, PERFORMANCE, POLICY AND PARTNERSHIPS

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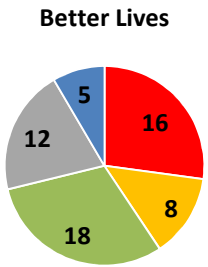
Cabinet Report - Corporate Performance Report February 2016

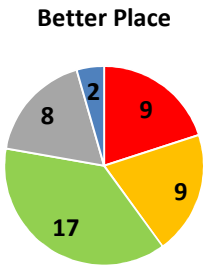
Borough Plan and Corporate Plan Performance Summary – Quarters 1 to 3 (Apr 2015 to Dec 2015)

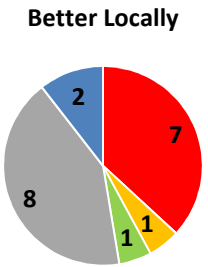
How did Brent perform?

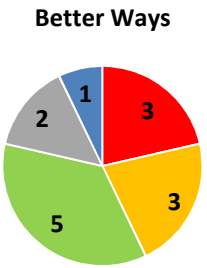


Quarter 3 – Performance summary of priorities









Better Lives – Quarterly and Monthly Measures

Supporting local enterprise, generating jobs for local people and helping people into work and promoting fair pay

Regeneration

Performance Indicator	14/15 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
PP 27 - New revenue income secured from commercial portfolio	New for 15/16	0	£16,000	£67,000	£83,000	£62,250	Bigger is Better	★	-	-		Andy Donald	Cllr McLennan
PR 12 - Additional income generated by Building Control	£59,080	£8,500	£10,460	£24,000	£42,960	£25,000	Bigger is Better	★	-	-	Previous targets have been altered, to remove the planning aspect of this measure, as this is monitored by PR 21. We continue to work proactively with Partners across borough boundary providing additional income for the service.	Andy Donald	Cllr McLennan
PR 21 - Additional income generated by Planning	New for 15/16	£0	£2,500	£5,000	£7,500	£7,500	Bigger is Better	★	-	-	Previous actual and targets have been altered, to remove the building control aspect of this measure, as this is monitored by PR 12.	Andy Donald	Cllr McLennan

Performance Indicator	14/15 Outturn	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
NI 157a - Percentage of major applications determined in 13 weeks, or formally agreed period	62.5%	0.0%	0.0%	75.0%	100.0%	0.0%	50.0%	75.0%	50.0%	0.0%	55.6%	70.0%	Bigger is Better	▲	73.9%	LAPS Q2	Performance improvements linked to ongoing review including resourcing	Andy Donald	Cllr McLennan
NI 157b - Percentage of minor applications determined in 8 weeks, or formally agreed period	54.2%	75.3%	64.6%	75.3%	58.1%	78.1%	92.7%	73.6%	88.7%	78.1%	75.9%	75.0%	Bigger is Better	★	77.1%	LAPS Q2	Performance improvements linked to ongoing review including resourcing	Andy Donald	Cllr McLennan
NI 157c - Percentage of other applications determined in 8 weeks, or formally agreed period	76.9%	86.0%	78.3%	78.8%	84.2%	91.9%	89.4%	85.7%	83.6%	81.3%	84.2%	85.0%	Bigger is Better	●	85.7%	LAPS Q2	Performance improvements linked to ongoing review including resourcing	Andy Donald	Cllr McLennan
PP 24 - Conference and events income to the Civic Centre	New for 15/16	£31,320	£16,516	£16,810	£24,487	£88,382	£30,143	£18,892	£26,701	£22,778	£276,029	£255,000	Bigger is Better	★	-	-		Andy Donald	Cllr McLennan

Housing and Employment

Performance Indicator	14/15 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
HE 75 - Unemployment rate gap between priority neighbourhoods and borough average	New for 15/16	-	-2.84	-	-	-	Smaller is Better	-	-	-	We have a new set of indicators which more concisely reflect the Employment, Skills and Enterprise Strategy. As a result, please disregard this indicator as it will no longer be updated. Instead, please see indicator HE81 and those beyond	Andy Donald	Cllr Mashari
HE 79 - Number of employers in Brent receiving London Living Wage accreditation, compared to London average.	New for 15/16	10	11	-	-	-	Bigger is Better	-	-	-	We have a new set of indicators which more concisely reflect the Employment, Skills and Enterprise Strategy. As a result, please disregard this indicator as it will no longer be updated. Instead, please see indicator HE81 and those beyond	Andy Donald	Cllr Mashari
HE 80 - No. of people entering employment on St Raphael's Estate as a result of WPCB intervention	New for 15/16	-	7	-	-	-	Bigger is Better	-	-	-	We have a new set of indicators which more concisely reflect the Employment, Skills and Enterprise Strategy. As a result, please disregard this indicator as it will no longer be updated. Instead, please see indicator HE81 and those beyond	Andy Donald	Cllr Mashari

Supporting local enterprise, generating jobs for local people and helping people into work and promoting fair pay

Housing and Employment Continued

Performance Indicator	14/15 Outturn	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
HE53 - Number of Overall Benefit Cap (OBC) impacted households in temporary accommodation	198	189	194	201	177	225	151	119	105	101	101	133	Smaller is Better	★	-	-		Andy Donald	Cllr McLennan
HE81 - Jobs - Wembley Works - Employment Outcomes	New for 15/16	9	8	5	18	6	0	9	13	7	75	90	Bigger is Better	▲	-	-	We are slightly behind with job outcomes at Brent Work primarily because of the delay with recruiting a full, operational team. This is complete as of November. The wider change in team structure has also effected numbers.	Andy Donald	Cllr Mashari
HE82 - Skills - Progression into Jobs - Outcomes	New for 15/16	-	-	-	-	-	-	-	-	0	0	105	Bigger is Better	▲	-	-	This is a new measure for Brent Start. A priority for the service will be to significantly improve these outcomes following the integration of employment and skills services. December was the first month tracking data	Andy Donald	Cllr Mashari
HE83 - Earnings - LLW signups	New for 15/16	6	0	4	0	0	0	0	1	0	11	22.5	Bigger is Better	▲	-	-	The restructure significantly delayed activity to promote London Living Wage. However, in addition to the 11 sign ups to date, a further 10 are in the process of becoming accredited. A clear action plan is in place to engage employers, including schools, VCS, Brent's business base. We have now secured a list of contracts procured by the council paying LLW, which we will engage. New staff in position and new team structure has meant a slight lull in uptake of LLW. We have put measures in place to improve, including resurrecting the LLW steering group; having more intensive face to face promotions; exploring promotion opportunities via Barclays bank; and working with procurement to identify leads.	Andy Donald	Cllr Mashari
HE84 - Priority Areas - TLR - Employment Outcomes	New for 15/16	-	-	-	0	1	2	7	5	7	22	35	Bigger is Better	▲	-	-	There were delays in delivery of The Living Room due to delays in recruitment over Q1 and Q2 of 2015. However, in December we exceeded our targets and now that a team is in place at The Living Room we are in a position to continue this trend. Next months target is 13.	Andy Donald	Cllr Mashari

Partnerships

Performance Indicator	14/15 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
Number of community assets transferred to the community	New for 15/16	0	0	0	0	-	Bigger is Better	-	-	-		Lorraine Langham	Cllr McLennan
PROC04 - Percentage of contracts being procured that follow the Brent London Living Wage policy and/or generate social value	New for 15/16	100%	100%	100%	100%	Baseline year	Bigger is Better	-	-	-		Lorraine Langham	Cllr Mashari

Better Lives – Quarterly and Monthly Measures

Making sure that our children and young people have access to the best education and training, achieve to their potential and have the best start in life

Schools and Education

Performance Indicator	14/15 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
EDC 01 - Percentage of schools that are judged good or outstanding by Ofsted	85%	84%	86%	87%	87%	90%	Bigger is Better	●	85 (Prim ly) 82 (2ndary)	LGInform 2013/14 academic year	This figure rose to 87% in Q3 because one secondary school previously judged inadequate was judged good.	Gail Tolley	Cllr Moher
EDC 05 - Number of primary schools that are judged good or outstanding by Ofsted	50	48	49	49	49	51	Bigger is Better	●	-	-	No changes to the figure in Q3. Mitchell Brook went from 'Good' to 'Outstanding'.	Gail Tolley	Cllr Moher
EDC 06 - Number of secondary schools that are judged good or outstanding by Ofsted	9	9	9	10	10	11	Bigger is Better	●	-	-	In Q3 the only secondary school previously judged less than good which was due reinspection (Capital City) was judged good.	Gail Tolley	Cllr Moher
EDC 43 - Percentage of pupils attending Brent schools that are judged as being either good or outstanding	81%	79%	81%	85%	85%	90%	Bigger is Better	●	74 (Prim ly) 81 (2ndary)	LGInform 2013/14 academic year	The proportion of pupils educated in good and outstanding schools rose by three percentage points in Q3 following the inspection of Capital City. Three large schools, Alperton, JFS and Crest are not due reinspection until the next reporting year and will continue to suppress this indicator in Q4.	Gail Tolley	Cllr Moher
EDC 09 - Take up of the 2 year old Nursery Education Grant (%)	84%	54%	55%	70%	70%	60%	Bigger is Better	★	-	-	Based on actual take-up for the quarter, which is consistent with what is reported to DfE (Department for Education). We are no longer reporting a cumulative figure for this.	Gail Tolley	Cllr Moher
EDC 37 - No. of CYP applying for Reception and Yrs 1&2 (ages 4-6) not offered a school place w/in 4 wks	13	22	0	0	0	0	Smaller is Better	★	158	LGInform 2013/14 academic year		Gail Tolley	Cllr Moher
EDC 38 - No. of CYP applying for Yr 3, 4, 5 & 6 (ages 7-10) not offered a school place w/in 4 wks	0	0	0	0	0	0	Smaller is Better	★	-	-		Gail Tolley	Cllr Moher
EDC 39 - No. of CYP applying for Yr 7, 8, 9, 10 & 11 (ages 11-16) not offered a school place w/in 4 wks	1	0	0	3	3	0	Smaller is Better	▲	179	LGInform 2013/14 academic year	One child in care has been refused admission to an Academy. The Council has asked the secretary of state to direct the school concerned. The majority of Brent schools are full in Years 10 and 11. Two year 11 pupils newly arrived in the UK in November 2015 missed the November choice advice and fair access interviews. The choice advice and fair access interviews are run in partnership with Claremont High School. We have a range of options for new arrival Year 10 and 11 children, i.e. a place in a project for English as an additional Language (EAL), a place on a reduced GCSE course, a college place or an alternative education placement. The next choice advice and fair access interviews are in January 2016.	Gail Tolley	Cllr Moher

Making sure that our children and young people have access to the best education and training, achieve to their potential and have the best start in life

Schools and Education Continued

Performance Indicator	14/15 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
EDC SEN 14 - Number of Brent children with EHCPs*/statements in a mainstream setting (*Education Health and Care Plans)	630	922	944	900	900	821	Bigger is Better	★	-	-		Gail Tolley	Cllr Moher
NI 117 - Percentage of 16 to 18 year olds who are not in education, employment or training (NEET)	2.6%	2.8%	3.3%	2.3%	2.3%	3.8% (forecast)	Smaller is Better	★	13th nationally In 2014/15 (5th for NEET and not known combined)	DfE		Gail Tolley	Cllr Moher
CPP 21 - New reception classes created	New for 15/16	0	12	0	12	15	Bigger is Better	▲	-	-	It would have been expected in Q2 that places would open in Q3 these have been delayed to Q4 following an approved change request so this isn't problematic. The places were not required in Q3.	Andy Donald	Cllr McLennan
CPP 22 - New primary school places created	New for 15/16	210	900	0	1110	1785	Bigger is Better	▲	-	-	The delay reported in Q2 meant that places would not be opened until after Q3 so no new places are shown as opened in Q3	Andy Donald	Cllr McLennan

Better Lives – Quarterly and Monthly Measures

Enabling people to live healthier lives and reducing health inequalities

Public Health

Performance Indicator	14/15 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
PH11 - Successful completions as a proportion of all opiate drug users in treatment	9.6%	9.5%	8.8%	-	8.8% (Q2)	9.64% (Q2)	Bigger is Better	●	-	-	The DAAT has prioritised reducing representations to services by more preparation for discharge from treatment. This has increased the time clients remain in treatment and so reduced completions this quarter. Our performance is benchmarked against the upper quartile of our "cluster" ie authorities regarded by PHE as having similar patterns of opiate use. (Q3 data available 6 weeks after the end of the quarter. RAG calculated as of Q2 against Q2 target).	Lorraine Langham	Cllr Hirani
RS PH02 - % of residents that smoke starting 4 week quit smoking programme	New for 15/16	-	3%	3%	3%	5%	Bigger is Better	●	-	-	This is consistent with recent analysis by Public Health England showing a general reduction in footfall to smoking cessation services, possibly reflecting the reduction in prevalence meaning remaining smokers are more resistant to quitting, possibly reflecting the use of e products such as e-cigarettes in place of smoking cessation services. We will be undertaking promotion of the service linked to New Year. However, while the service is not achieving its ambitions in terms of reaching people, PH04 shows continued positive outcomes for those it does reach.	Lorraine Langham	Cllr Hirani
PS PH03 - % of residents that complete a health check as a proportion of those offered	80%	29%	65%	80%	65%	50%	Bigger is Better	★	-	-		Lorraine Langham	Cllr Hirani
PS PH04 - % of residents that start 4 -week quit smoking programme, that have not restarted smoking after 12 weeks	New for 15/16	59%	63%	63%	71%	50%	Bigger is Better	★	-	-		Lorraine Langham	Cllr Hirani

Supporting vulnerable people and families when they need it

Adult's Social Care

Performance Indicator	14/15 Outturn	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
ASCSG05 - Percentage of safeguarding adults investigations which are inconclusive	16.5%	25.0%	16.0%	14.0%	13.0%	13.0%	12.0%	11.0%	11.0%	10.0%	10.0%	10.0%	Smaller is Better	★	-	-		Phil Porter	Cllr Hirani
ASCLPI 22 -The proportion of initial contacts to Adult Social Care who are directed appropriately to information, advice and guidance (IAG)	n/a	45.0%	42.0%	43.0%	35.7%	36.5%	36.3%	38.0%	36.0%	38.0%	38.0%	Baseline year	Bigger is Better	■	-	-		Phil Porter	Cllr Hirani

Supporting vulnerable people and families when they need it

Adult's Social Care Continued

Performance Indicator	14/15 Outturn	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
ASCOF 2D The outcome of short-term services: sequel to service (REABLEMENT)	65.6%	71.2%	50.8%	65.9%	55.6%	58.8%	66.7%	67.6%	68.3%	60.2%	60.2%	71.8%	Bigger is Better	▲	71.8%	NASCIS (2014/15)	We are unlikely to achieve target this year but there are incremental improvements being made on data quality and provider performance. New integrated health and social care service, with new providers, due to go live in April 2016 will improve performance.	Phil Porter	Cllr Hirani
ASCOF 1E - Proportion of adults with a learning disability in paid employment	1.8%	3.3%	3.1%	2.9%	1.0%	1.3%	1.5%	2.0%	2.1%	2.6%	2.6%	7.7%	Bigger is Better	▲	8.0%	LAPS Q2	The Adult Social Care Learning Disability Team is currently working with the Head of Employment and Skills on finalising an action plan. Impact in this financial year will be limited, as it is also dependent on a new member of staff starting in March 2016.	Phil Porter	Cllr Hirani
ASCOF 1F - Proportion of adults in contact with secondary mental health services in paid employment	7.4%	7.8%	7.5%	7.5%	7.5%	7.3%	7.2%	7.1%	7.0%	6.9%	6.9%	5.5%	Bigger is Better	★	5.8%	LAPS Q2		Phil Porter	Cllr Hirani
ASCOF 1G - Proportion of adults with a learning disability who live in their own home or with their family	56.4%	59.0%	58.7%	57.5%	19.6%	26.7%	29.4%	44.1%	49.4%	52.7%	52.7%	66.8%	Bigger is Better	▲	69.6%	LAPS Q2	The year-end projection from November 2015 is above target.	Phil Porter	Cllr Hirani
ASCOF 1H - Proportion of adults in contact with secondary mental health services living independently, with or without support	84.2%	83.9%	84.0%	85.1%	85.6%	85.7%	86.1%	85.6%	85.2%	85.4%	85.4%	77.8%	Bigger is Better	★	78.7%	LAPS Q2		Phil Porter	Cllr Hirani
ASCOF 1C (2A) - Proportion of people who use services that receive a direct payment	16.6%	18.6%	17.9%	18.3%	18.8%	19.2%	19.1%	23.0%	22.8%	21.6%	21.6%	26.7%	Bigger is Better	▲	24.8%	LAPS Q2	The new Penderels Direct Payment (DP) support service, which provides tailored support to ASC customers wanting to employ their carer directly, has gone live. Penderels are focusing on building the market for self employed carers, the full impact of this work will be seen in 2016/17. Work is also being undertaken to improve the internal DP process and ensure everyone is offered a DP, which will maintain current increases.	Phil Porter	Cllr Hirani
Number of admissions to residential & nursing care homes, 18-64	14	0	0	3	1	1	1	1	0	1	8	-	Contextual	■	-	-	Despite a 2% increase year on year in the number of ASC customers, the number being admitted to residential and nursing care continues to fall, and Brent is outperforming the 'per 100,000 of population' benchmark.	Phil Porter	Cllr Hirani
No. of admissions to residential & nursing care homes, 65+	92	9	8	8	19	5	3	4	5	7	67	-	Contextual	■	-	-	Despite a 2% increase year on year in the number of ASC customers, the number being admitted to residential and nursing care continues to fall, and Brent is outperforming the 'per 100,000 of population' benchmark.	Phil Porter	Cllr Hirani
Proportion of residents with dementia in a care home	36.0%	38.6%	39.3%	39.4%	42.6%	43.7%	39.3%	39.9%	40.5%	41.0%	41.0%	-	Contextual	■	-	-		Phil Porter	Cllr Hirani
ASCOF 2C (2) Delayed transfers of care from hospital attributable to adult social care, per 100,000 of population	4.1	3.6	6.1	9.3	4.5	2.8	3.6	5.7	6.1	n/a	6.1	2.5	Smaller is Better	▲	3.5	LAPS Q2	CCG/Council jointly funded winter resilience plan fully implemented from January 2016 to tackle ongoing issues and increased demand in winter. Performance expected to improve in line with this in the final quarter of this year. Data is reported one month in arrears. The latest available figure is for November 2015.	Phil Porter	Cllr Hirani
ASC LPI 23 - Number of assessments & reviews of carers	224	90	76	99	71	57	45	48	31	51	51	-	Contextual	■	-	-		Phil Porter	Cllr Hirani

Better Lives – Quarterly and Monthly Measures

Supporting vulnerable people and families when they need it

Children's Social Care

Performance Indicator	14/15 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
CSC MT 67 - Percentage of Looked After Children placed with foster carers	75%	75%	72%	70%	70%	75%	Bigger is Better	●	75.6%	Brent Data Annex - OFSTED 2013/14	Q3 continued to see an increase in unaccompanied asylum seeking children (UASC) approaching the borough for support. Between 1st October and 31st December 2015 13 UASC started to receive support, this represents 31% of all children starting to be looked after during this period. During the same period in 2014 11 UASC started to be looked after, representing 16% of children starting to be looked after during the period. The proportion of all Looked After Children who are UASC is 17.7%, compared to 12.2% in December 2014. A greater number and proportion of LAC are now residing in semi-independent accommodation - an increase from 10% to 15% between April-December 2015. This reflects the older age range of young people entering the care system within Brent.	Gail Tolley	Cllr Moher
CSE 01 - The number of Child Sexual Exploitation suspicions	New for 15/16	10	58	39	39	-	-	■	-	-	This is a rolling 12 month figure. Source: Metropolitan Police	Lorraine Langham	Cllr Denselow
CSE 02 - The number of Child Sexual Exploitation related crimes	New for 15/16	10	17	20	20	-	-	■	-	-	This is a rolling 12 month figure. Source: Metropolitan Police	Lorraine Langham	Cllr Denselow
CSE 03 - The number of Child Sexual Exploitation disruptions	New for 15/16	4	23	22	22	-	-	■	-	-	This is a rolling 12 month figure. Source: Metropolitan Police	Lorraine Langham	Cllr Denselow
CSE 04 - The number of detections (Child Sexual Exploitation flagged)	New for 15/16	1	5	9	9	-	-	■	-	-	This is a rolling 12 month figure. Source: Metropolitan Police	Lorraine Langham	Cllr Denselow
NI 148 - Percentage of care leavers in education, employment or training	54.5%	37%	55%	45%	45%	58%	Bigger is Better	▲	52.4%	Brent Data Annex - OFSTED 2013/14	This indicator measures the education and employment situation within the 4 month window of care leavers 17th, 18th, 19th, 20th, or 21st birthday. Previously, this indicator only measured the situation at their 19th, 20th, 21st birthday and has been extended for this reporting year. We are working hard with our care leaving cohort and Prospects to engage as many young people as possible in education, training or employment.	Gail Tolley	Cllr Moher
Percentage of Looked After Children with an up to date Personal Education Plan	87%	94.8%	72%	83%	83%	100%	Bigger is Better	▲	-	-	The national expectation has changed such that PEPs now require updating on a termly rather than annual basis. In the light of this, the service is now implementing more stringent monitoring.	Gail Tolley	Cllr Moher
CSC MT 60 - Percentage of social workers on a permanent contract	52%	58%	66%	64%	64%	75%	Bigger is Better	▲	-	-	The work with TMP (Brent's newly appointed recruitment partner for social care) has now started and we are currently in the detailed planning stage. Due to the timeframes for this it will probably not begin to deliver in any significant numbers until Q1 2016/17.	Gail Tolley	Cllr Moher

Supporting vulnerable people and families when they need it

Children's Social Care Continued

Performance Indicator	14/15 Outturn	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
CSCMT66 - Percentage of Looked After Children placed with In-House (Brent) foster carers	33%	32.9%	33.0%	32.6%	32.4%	30.9%	30.0%	30.0%	30.0%	29.0%	29%	-	Contextual	■	-	-		Gail Tolley	Cllr Moher
CSCMT65 - Percentage of Looked After Children placed with independent fostering agencies	26%	24.6%	25.7%	25.0%	27.4%	29.0%	28.0%	27.0%	26.0%	25.0%	25%	-	Contextual	■	-	-		Gail Tolley	Cllr Moher
CSCMT34 - Percentage of Looked After Children placed with relatives and friends	16%	17.9%	17.1%	17.4%	15.2%	14.2%	14.0%	15.0%	14.0%	15.0%	15%	-	Contextual	■	-	-		Gail Tolley	Cllr Moher
CSCADOPT07 - Average days between a child entering care and moving in with its adoptive family, for those adopted	544	515	515	515	515	496	496	496	496	496	496	550	Smaller is Better	★	-	-		Gail Tolley	Cllr Moher
NI 062 - Stability of placements of Looked After Children: 3 or more placement moves (%)	13.5%	0.0%	0.9%	0.8%	3%	4%	5.2%	6.8%	7.3%	8.2%	8.2%	13%	Smaller is Better	★	11.8%	Brent Data Annex - OFSTED 2013/14		Gail Tolley	Cllr Moher

Better Place – Quarterly and Monthly Measures

Making sure Brent is an attractive place to live with a pleasant, sustainable environment, clean streets and well cared for parks and green spaces

Public Realm and Highways

Performance Indicator	14/15 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
NI 195a - Percentage of sites with unacceptable levels of litter	7%	6%	5%	5%	5%	6%	Smaller is Better	★	3.7%	LAPS Q2		Lorraine Langham	Cllr Southwood
NI 195c - Percentage of sites with unacceptable levels of graffiti	New for 2015/16	3%	2%	1%	2%	3%	Smaller is Better	★	2.2%	LAPS Q2		Lorraine Langham	Cllr Southwood
RW05 - Tonnes of municipal waste sent to landfill	68,787	17,017	17,017	17,519	51,553	41,760	Smaller is Better	▲	-	-	There has been an increase in municipal waste tonnages since 2014, which reflects the economic recovery nationwide. In addition, there is a significant amount of new housing being constructed throughout the borough at present, with more to come. Every additional household/ resident in Brent will only make the meeting our target more challenging. We are constantly working with Veolia and West London Waste Authority on improving communications and education, to encourage people to generate less waste (such as engaging in the Love Food Hate Waste campaign), and (where waste is unavoidable) to reuse or recycle. Both Brent and Veolia are committed to working together to bring down our tonnages if at all possible.	Lorraine Langham	Cllr Southwood
RW18 - Number of waste enforcement cases investigated which lead to a non sanctionable outcome	527	170	158	98	426	450	Bigger is Better	●	-	-	The missed 'non sactionable' target reflects a higher proportion of sanctionable cases where action has been taken	Lorraine Langham	Cllr Southwood
RW19 - Number of waste enforcement cases investigated which lead to a sanctionable outcome	375	174	194	143	511	375	Bigger is Better	★	-	-		Lorraine Langham	Cllr Southwood
RW08d - Number of flytips reported on public land (large and small)	12,949	3,723	2,408	3,409	9,540	9,000	Smaller is Better	▲	-	-	A review of the Council's current approach to fly-tipping and enforcement- which puts forward a number of recommendations for the future- was considered by Scrutiny Committee on 5/11/15. An improvement action plan is now being prepared and implemented	Lorraine Langham	Cllr Southwood
NI 191 - Number of kilograms of residual household waste collected per household	534	130	118	117	365	360	Smaller is Better	●	256	LAPS Q2	Brent's performance on residual waste tonnages reflects the current national picture, which is thought to be as a result of the improved financial climate. This is exacerbated in Brent by the significant level of development currently underway, which will see the growth in household numbers since the beginning of the contract exceed 7% in the coming year. Work is underway to develop a comprehensive engagement, communications and education campaign to improve recycling performance and reduce residual waste tonnages	Lorraine Langham	Cllr Southwood
NI 192 - Percentage of household waste sent for re-use, recycling and composting	39%	37%	42%	42%	42%	45%	Bigger is Better	●	33.3	LAPS Q2	As above, this performance is reflective of the London-wide (and national) picture, where recycling rates have plateaued over recent years; and further work is underway, in partnership with Veolia to improve performance through concerted communications and education campaigns and through continued promotion of the Council's recycling service	Lorraine Langham	Cllr Southwood
RW08 - Average time taken to remove flytips (days)	New for 2015/16	0.65	0.71	0.81	0.75	1	Smaller is Better	★	-	-		Lorraine Langham	Cllr Southwood

Better Place – Quarterly and Monthly Measures

Making sure Brent is an attractive place to live with a pleasant, sustainable environment, clean streets and well cared for parks and green spaces

Public Realm and Highways Continued

Performance Indicator	14/15 Outturn	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Actual YTD	Forecast YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
Parking driver compliance- PCNs issued: Parking contraventions	123,728	9,372	9,892	8,646	8,053	7,886	8,720	9,125	7,355	7,311	76,360	76,354	Contextual	■	-	-	Issuance volumes are in line with expectations for the year to date.	Lorraine Langham	Cllr Southwood
SS 33 - Parking driver compliance- PCNs issued: CCTV bus lane	11,362	462	641	630	675	336	678	803	1,018	1,028	6,271	3,904	Contextual	■	-	-	Issuance volumes exceeding expectations for the year to date	Lorraine Langham	Cllr Southwood
SS 34 - Parking driver compliance- PCNs issued: CCTV moving traffic	27,510	4,336	3,812	4,220	5,094	4,552	6,676	9,211	8,216	7,402	53,519	36,664	Contextual	■	-	-	Issuance volumes exceeding expectations for the year to date	Lorraine Langham	Cllr Southwood
FINEP 11 - Parking income: Car parks / Off street P&D	New for 2015/16	£43,269	£42,671	£43,013	£43,780	£43,266	£48,336	£42,552	£42,799	£38,030	£387,716	£394,685	Contextual	■	-	-	Income exceeding expectations for the year to date	Lorraine Langham	Cllr Southwood
Performance Indicator	**14/15 Outturn**	**Apr-15**	**May-15**	**Jun-15**	**Jul-15**	**Aug-15**	**Sep-15**	**Oct-15**	**Nov-15**	**Dec-15**	**Actual YTD**	**Target YTD**	**Good is?**	**RAG YTD**	**Benchmark**	**Benchmark Source**	**Commentary and Actions**	**Owner**	**Lead Member**
Percentage of resident permits purchased online	New for 2015/16	78%	80%	76%	77%	79%	77%	77%	79%	77%	78%	80%	Bigger is Better	●	-	-	Work to improve customer guidance which is published on the Brent website completed in Dec 2015.	Lorraine Langham	Cllr Southwood
Gulleys regularly cleared	New for 2015/16	90%	90%	94%	85%	92%	92%	99%	94%	97%	93%	92%	Bigger is Better	★	-	-		Lorraine Langham	Cllr Southwood

Continue to reduce crime, especially violent crime, making people feel safe

Community Safety

Performance Indicator	14/15 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
Offences of Violence with Injury	2,778	694	707	742	2,143	2,084	Smaller is Better	●	-	-	Brent is continuing to see an upward trend for violence with injury which has the borough on a current 0.6% increase in offences on the current 12 month rolling average. London as a whole is currently experiencing a 6.1% increase in offences on a 12 month rolling average.	Lorraine Langham	Cllr Denselow
Residential Burglary offences	2,457	438	419	627	1,484	1,464	Smaller is Better	●	-	-	Brent has generally experienced a period of below average burglary levels in the last 24 months. The recent upward trend in burglary has seen the figures come into line with the long term average for the borough.	Lorraine Langham	Cllr Denselow
Robbery offences	847	225	187	292	704	635	Smaller is Better	▲	-	-	Brent has experienced a temporary rise in Robbery offences from August 2015 peaking in November 2015. The current trend from December 2015 appears to be of a downward nature, a continuation of the current trend will see the end of year targets being met.	Lorraine Langham	Cllr Denselow

Better Place – Quarterly and Monthly Measures

Continue to reduce crime, especially violent crime, making people feel safe

Community Safety Continued

Performance Indicator	14/15 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
CST 09 - Theft of and from motor vehicles	2,063	658	582	822	2,062	-	Contextual	■	-	-		Lorraine Langham	Cllr Denselow
CST 05 - Calls to the police for ASB	9,038	2,127	2,292	2074	6,493	-	Contextual	■	-	-		Lorraine Langham	Cllr Denselow
CST 24 - Sanctioned Detection rate for domestic violence	37%	30.7%	32.2%	34.1%	34.1%	-	Contextual	■	-	-		Lorraine Langham	Cllr Denselow
Gang-related offences	43	15	27	5	47	-	Contextual	■	-	-		Lorraine Langham	Cllr Denselow
NI 019 - Reoffending rate for young offenders per cohort	43.7%	46%	45%	45%	45%	43.2%	Smaller is Better	●	-	-	The binary rate of reoffending is slightly above target (45%) and remains challenging, being higher than the London and national averages. The number of young people reoffending is reducing as is the number of re-offences. However there are a number of young people who have offended who present high levels of risk and vulnerability.	Gail Tolley	Cllr Moher
BCST 05 - First time entrants to the Youth Justice System aged 10-17 per cohort	218	149	144	131	131	157 (annual)	Smaller is Better	★	423	LGInform 2013/14	The number of First Time Entrants in the latest Youth Justice Board reporting period (July 2014-June 2015) is 131. In comparison, the figures for the same period in previous years were as follows: o July 2013-June 2014 = 160 o July 2012-June 2013 = 165 o July 2011-June 2012 = 277 There were 13 fewer FTEs in the 12 month period ending June 2015 (131) than there were in the 12 month period ending March 2015 (144).	Gail Tolley	Cllr Moher

Performance Indicator	14/15 Outturn	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
SSL 01 - % of street lighting working as planned	99.9%	99.95%	99.95%	99.95%	99.94%	99.95%	99.94%	99.93%	99.94%	99.92%	99.94%	99.9%	Bigger is Better	★	-	-		Lorraine Langham	Cllr Denselow

Better Place – Quarterly and Monthly Measures

Increase the supply of affordable, good quality housing

Housing and Growth

Performance Indicator	14/15 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
HE 50 - New council homes planned	New for 2015/16	0	21	-	-	-	Bigger is Better	-	-	-	This measure is no longer being tracked.	Andy Donald	Cllr McLennan
PR 16 - New homes securing planning permission within growth areas	1,833	417	No data provided	67	-	-	Bigger is Better	-	-	-	Q2 data not provided	Andy Donald	Cllr McLennan
PR 18 - New affordable housing starts (GLA data)	333	0	0	59	59	300	Bigger is Better	▲	-	-	In financial year 2015/16 there has been an observed slowdown in new affordable housing starts in LB Brent and across wider London, due to significant uncertainty surrounding the funding and financing of affordable housing, as well as cyclical factors.	Andy Donald	Cllr McLennan
BHP 04 - % of properties with a valid gas certificate	56%	99.96%	100%	99.96%	99.96%	100%	Bigger is Better	●	-	-	Annual Renewal dates were not met on two properties in November due to an error in progressing escalation process on a batch referred to legal by new officer in training. At time of reporting gas certificates on both properties have now been issued and BHP are reporting 100% compliance in December.	Andy Donald	Cllr McLennan
HE 33 - Dwellings improved through enforcement action	656	272	334	194	800	750	Bigger is Better	★	-	-	Over 50% of Year end target achieved in first two quarters.	Andy Donald	Cllr McLennan
HE 34 - Empty properties brought back into use	24	13	32	5	50	75	Bigger is Better	▲	-	-	End of year target likely to be achieved as there are a further 39 units already approved, on site and programmed to complete plus an additional 15 in the pipeline.	Andy Donald	Cllr McLennan
HE 38 - Number of Mandatory HMOs licensed	161	246	313	340	340	300	Bigger is Better	★	-	-		Andy Donald	Cllr McLennan
HE 48 - Number of additional and selective dwellings licenced	1,699	3,624	4,150	4,452	4,452	6,000	Bigger is Better	▲	-	-	Applications for licences have slowed down over the last quarter although 100% of predicted selective licences have now been issued. More needs to be done in order to encourage the owners of HMO's to apply for a licence.	Andy Donald	Cllr McLennan
BHP 05 - Average re-let time minor voids	55.7	45	32	22	32	27	Smaller is Better	▲	-	-	BHP along with the council allocations team has put in a concerted effort to reduce standard void turn around time and meet the year end target of 27 days. BHP reached a turning point in quarter 2 within which we saw a reduction from an average of 39.7 days in July, 34.5 days in August to 19.0 days in September. Quarter 3 performance shows a continuation of these efforts with an average of 22.4 days to let properties in the past three months a reduction of around 10 days per property which has a significant impact on BHP void loss and the temporary accommodation bill.	Andy Donald	Cllr McLennan
BHP 06 - Average re-let time major voids	73	66	57	57	61	75	Smaller is Better	★	-	-	BHP is on track to meet the year end target of 75 days with major lets. Of 19 major lets in the quarter, three did not meet the target of 75 days. Generally the conditions these properties have been left in have meant that extensive works were required to bring them up to current lettable standard. In quarter 3 the properties that did not meet target included one decent homes refusal that required structural repairs, one with certifiable asbestos to be removed and one 5 bedroom property that required a full re-wire along with extensive works.	Andy Donald	Cllr McLennan

Increase the supply of affordable, good quality housing

Housing and Growth Continued

Performance Indicator	14/15 Outturn	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
HE36 - Households in TA	3,162	3,161	3,135	3,081	3,067	3,042	3,025	2,297	2,978	2,945	3,025	3,040	Smaller is Better	★	-	-		Andy Donald	Cllr McLennan
HE55 - Households in non self contained B&B for more than 6 weeks	13	20	23	27	21	26	25	25	21	15	15	0	Smaller is Better	▲	-	-	Reduction has not been achieved because the process for accepting household includes provision of interim accommodation before acceptance counting towards total time in B&B. Processes to be reviewed.	Andy Donald	Cllr McLennan
HE54 - Number of households in B&B	303	338	307	271	231	229	214	194	158	119	119	120	Smaller is Better	★	-	-		Andy Donald	Cllr McLennan
HE31 - Accepted homeless	677	35	69	57	75	52	52	93	63	68	564	450	Smaller is Better	▲	-	-	Anticipated reduction in acceptances due to new approach on Frontline is not yet evident. Forecast outturn likely to be near 750 acceptances for the year.	Andy Donald	Cllr McLennan

Better Place – Quarterly and Monthly Measures

Ensuring good quality, accessible arts and leisure facilities

Sports and Culture

Performance Indicator	14/15 Outturn	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
SP 10 - The overall number of wet and dry visits to Brent's sports centres	1,488,855	121,632	137,385	142,272	145,658	122,187	133,812	141,697	139,855	115,584	1,200,079	1,113,000	Bigger is Better	★	-	-		Lorraine Langham	Cllr Denselow
SP 07 - The overall number of swim visits to Brent's sports centres	520,550	46,330	48,473	48,448	52,014	47,702	48,354	51,178	49,243	37,862	429,604	388,623	Bigger is Better	★	-	-		Lorraine Langham	Cllr Denselow
The overall number of dry side visits to Brent's sports centre	968,305	75,302	88,912	93,824	93,644	74,485	85,458	90,519	90,612	77,722	770,475	724,377	Bigger is Better	★	-	-		Lorraine Langham	Cllr Denselow
LIB 07 - Number of library visits per 1,000 population	6,712	626	604	614	667	596	674	696	628	543	5,607	5,079	Bigger is Better	★	2887.3	LAPS Q2		Lorraine Langham	Cllr Denselow
LIB 10 - Number of items issued	1,021,180	84,228	86,161	82,538	94,089	93,602	92,332	94,834	88,093	83,804	799,852	827,050	Bigger is Better	●	-	-	Our challenging target of 10% growth is set to be missed. This is largely due to high targets for Willesden Green Library not being achieved. The library is performing well, being our busiest library for book issues, however the lower than expected footfall (due to not all services being present) and targets set when we were expecting the library to open a month earlier have made it unable to meet its annual target. As expected some libraries have also seen custom reduced as they go to Willesden Green, although this has had a higher than anticipated effect on Wembley Library. The quarter 3 action plan has seen an improvement in issues, with December seeing us meet our targets. The action plan will continue in January, February and March and we are confident of recording an overall 6% increase in issues. This will buck the London wide trend of decline and would still be a big	Lorraine Langham	Cllr Denselow
LIB 15 - Percentage of reservations satisfied within 7 days	47%	40%	49%	55%	55%	58%	50%	60%	57%	51%	53%	47%	Bigger is Better	★	-	-		Lorraine Langham	Cllr Denselow

Building community resilience and promoting citizenship

Partnership working

Performance Indicator	14/15 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
Number of people attending community action groups	New for 2015/16	0	0	0	0	tbc	Bigger is Better		-	-	Community Action Group pilots are starting in Q4.	Lorraine Langham	Cllr Denselow
CCE 21 - Number of people attending Brent Connects forums	New for 2015/16	145	72	229	446	tbc	Bigger is Better		-	-		Lorraine Langham	Cllr Denselow
Number of people registered as volunteer	New for 2015/16	5	157	155	317	tbc	Bigger is Better		-	-	The project was launched in June 2015, hence the low figure for Q1.	Lorraine Langham	Cllr Denselow
Number of people successfully placed and volunteering	New for 2015/16	-	13	24	24	tbc	Bigger is Better		-	-	This figure only relates to the Volunteering Brent Project and not across Brent as a whole. The figures are volunteers who are known to have taken up placements. Larger numbers are registered as wanting to volunteer.	Lorraine Langham	Cllr Denselow

Performance Indicator	14/15 Outturn	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
PAR 01 - Income to benefit the borough secured by local voluntary groups, with CVS support	£765,850	£15,000	£15,000	£15,000	£15,000	£101,666	£101,666	£101,666	-	-	-	-	Bigger is Better	-	-	-	Data not yet available for Nov and Dec 2015.	Lorraine Langham	Cllr Denselow
PAR 04 - Number of local voluntary sector groups receiving 1-2-1 advice and guidance from CVS	53 (upto Q3 14/15)	24	24	36	26	24	26	21	20	20	160	-	Bigger is Better	-	-	-		Lorraine Langham	Cllr Denselow

Working with partners to find new ways or providing services that are more finely tailored to individual, community and local needs

Internal Business

Performance Indicator	14/15 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
BCS 11 - Percentage of telephone calls answered through the council's ACD system	87%	83%	81%	93%	83%	90%	Bigger is Better		-	-	Key hot spots which have impacted on call answering performance are the Benefits telephone team and the ASC team in the Contact centre. Benefits telephone performance has been impacted by high vacancy rates that are now being addressed and additional resource requirements needed during the testing stage of the new customer portal. Channel shift plans are now in progress and these are aimed at reducing levels of customer contact and should mitigate the difficulties being experienced. The ASC contact team has experienced exceptionally high levels of work arising form the implementation of the Care Act and has experienced capacity shortfalls arising form vacancies and sickness. The vacancies are largely filled with plans to have all filled by March and sickness rates have been brought down. BCS are unable to provide commentary for all teams. Teams who are outside BCS will provide their own commentary as of April 16. The teams outside of BCS who are below 90% can be broadly summarised as follows: Housing Options 46%, Registrars 65%, Hospital Discharge Team 67%, BIBS 74%, Rehousing 81%, Children's Services 82%, Finance 87%, Brent MASH 89%	Lorraine Langham	Cllr Butt
Percentage of members enquiries responded to within 10 days	New for 2015/16	90%	97%	97%	95%	100%	Bigger is Better		-	-	More emphasis has being put on departments to ensure member enquires are responded to within the set timescales.	Lorraine Langham	Cllr Pavey

Working with partners to find new ways or providing services that are more finely tailored to individual, community and local needs

Internal Business Continued

Performance Indicator	14/15 Outturn	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
BCS 01 - Percentage of telephone calls answered by BCS	85.7%	81%	72%	81%	83%	85%	83%	83%	83%	83%	82%	90%	Bigger is Better	▲	-	-	Key hot spots which have impacted on call answering performance are the Benefits telephone team and the ASC team in the Contact centre. Benefits telephone performance has been impacted by high vacancy rates that are now being addressed and additional resource requirements needed during the testing stage of the new customer portal. Channel shift plans are now in progress and these are aimed at reducing levels of customer contact and should mitigate the difficulties being experienced. The ASC contact team has experienced exceptionally high levels of work arising form the implementation of the Care Act and has experienced capacity shortfalls arising form vacancies and sickness. The vacancies are largely filled with plans to have all filled by March and sickness rates have been brought down.	Lorraine Langham	Cllr Butt
BCS 03 - Average customer waiting time in local offices (mins)	20	14	20	15	15	25	29	17	17	17	19	30	Smaller is Better	★	-	-		Lorraine Langham	Cllr Butt
RB 01 - Average days taken to process new benefit claims and change events	7.9	6.6	7.0	7.4	8.0	8.0	10.0	9.0	9.0	9.0	8.2	7.0	Smaller is Better	▲	-	-	Performance is below target. Factors which have contributed to this include: staff vacancies, resources being deployed onto new functions such as the Brent Portal and IT development and some system related issues. The Portal will in time free up resources though at present existing resources have been deployed onto new functions for its introduction. However, new staff appointed in November have come out of training in January and though are not yet at full capacity will become more productive over time. Recruitment plans are in place to fill the remaining vacancies before April.	Lorraine Langham	Cllr Mashari

Working with partners to find new ways or providing services that are more finely tailored to individual, community and local needs

Internal Business Continued

Performance Indicator	14/15 Outturn	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
CMP 02 - Percentage of stage 1 complaints responded to within timescale	75%	81%	87%	85%	88%	84%	85%	88%	79%	90%	85%	100%	Bigger is Better	▲	-	-	The overall %per quarter has remained consistent at around 85% BHP were identified as significantly below this average for Q1 and Q2. The new Interim Manager Director has commissioned a review of complaints handling within BHP; the Council's Complaints Service is assisting with this.	Lorraine Langham	Cllr Pavey
CMP 04 - Percentage of stage 2 complaints responded to within timescale	60%	89%	100%	86%	100%	100%	78%	69%	89%	95%	90%	100%	Bigger is Better	▲	-	-	The lowest performances, 78% in September 2015 and 69% in October 2015, were during a transitional period, immediately after the departure of the former Complaints Service Manager. If the overall trend continues, with YTD currently 90%, this will be a significant improvement on 2014/2015.	Lorraine Langham	Cllr Pavey
FOI 02 - Percentage of FOI responded to within 20 working days	80%	91%	89%	90%	100%	100%	86%	92%	96%	94%	93%	100%	Bigger is Better	▲	87.80%	LAPS Q2	Percentage performance figures for requests due for response in October, November and December were 92%, 96%, and 93.5% (compared to the ICO's expected standard of 85%). The November figure is Brent's highest monthly performance percentage on record. Quarterly performance overall was 94%, up from 85% in Q2. This is Brent's highest quarterly performance on record. The number of requests responded to overall fell in Q3 to 366 from 383 in Q2. This is a normal cyclical trend due to the Christmas break. Despite the work carried out in Adult Social Care the directorate continues to lag behind other areas in performance, recording 67% performance in December, though overall performance over the quarter was 77%. Outstanding issues in FoI now mainly concern the quality of some responses and excessive timescales in responding to Internal Reviews. This will be a priority for Q4.	Lorraine Langham	Cllr Pavey

Working with partners to find new ways or providing services that are more finely tailored to individual, community and local needs

Internal Business Continued

Performance Indicator	14/15 Outturn	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
Number of SARs (Subject Access Requests) responded to within the statutory 40 days	New for 2015/16	67%	80%	78%	69%	71%	64%	66%	88%	75%	73%	80%	Bigger is Better	▲	-	-	Our dedicated resource has moved to an external secondment but we will fill this post shortly via internal recruitment. Although not yet reported on, there were no complaints from the ICO in Q4. There was one ICO case closure in Oct 2015, which was ruled in favour of Brent.	Lorraine Langham	Cllr Pavey
Total number of complaints upheld / partially upheld	New for 2015/16	45	23	59	51	75	53	67	88	47	306	-	Contextual	■	-	-		Lorraine Langham	Cllr Pavey
Total number of complaints not upheld	New for 2015/16	49	30	52	59	47	42	64	73	63	279	-	Contextual	■	-	-		Lorraine Langham	Cllr Pavey
Total number of decisions made by the ombudsman on complaints investigated	New for 2015/16	5	0	3	7	4	4	3	3	6	23	-	Contextual	■	-	-		Lorraine Langham	Cllr Pavey
Total number of complaints upheld by the ombudsman	New for 2015/16	3	0	1	2	2	1	0	0	2	9	-	Contextual	■	-	-		Lorraine Langham	Cllr Pavey

Better Ways – Quarterly and Monthly Measures

Better ways of working

Internal Business

Better Ways Of Working													
Performance Indicator	14/15 Outturn	Actual Q1	Actual Q2	Actual Q3	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
Number of deaths registered within 5 days (excluding those referred to the Coroner) (%)	96%	89%	95%	89%	90%	95%	Bigger is Better	●	-	-	We have had an increase of deaths months by month in quarter 3 (winter term), we offer an average 64 slots per week for death registration which is broken down into 40 appointments per week and potentially another 24 walk-in slots per week, the walk-in slots are solely dependant on staffing levels. We can look to offering a slightly increased number of appointments for deaths during this period, although the services diaries were altered to take into account closures after Christmas and New Year by adding on an extra resource in this area. This period of closure would have attributed to average percentage decrease.	Lorraine Langham	Cllr Butt
Percentage of audit reports receiving substantial or better assurance rating	70%	100%	55%	60%	72%	-	Contextual	■	-	-	Q1 and Q2 figures have been revised to reflect data submitted by the Audit and Investigations Unit.	Lorraine Langham	Cllr Pavey
Percentages of invoices paid on time	New for 15/16	79%	68%	76%	74%	-	Bigger is Better	-	89.6%	LAPS Q2	Main issue is PO related invoices not reaching invoice scanning on time. We have communicated correct process to Brent staff through multiple channels, and will shortly be writing to suppliers to ensure they know the correct process.	Lorraine Langham	Cllr Pavey
HR03 - % black and minority ethnic staff	66.7%	64.75%	64.78%	65.26%	65.26%	58%	Plan is Better	★	-	-		Lorraine Langham	Cllr Pavey
HR04 - Percentage of black and minority ethnic staff (PO8 and above)	19%	26%	26%	24%	24%	58%	Plan is Better	▲	-	-	A leadership development programme is being developed for staff at PO1 to PO8 which will be weighted in favour of BAME employees. CMT also approved the development of a local graduate scheme which should attract young BAME future leaders from the community.	Lorraine Langham	Cllr Pavey
HR05 - %of female staff	69.62%	65.71%	65.71%	65.24%	65%	50%	Contextual	■	-	-		Lorraine Langham	Cllr Pavey
HR06 - Percentage of female staff (PO8 and above)	61%	50%	50%	52%	52%	50%	Plan is Better	★	-	-		Lorraine Langham	Cllr Pavey
HR07 - %of disabled staff	11%	10%	10%	10%	10%	14.5%	Plan is Better	▲	-	-	Some work has been done to clarify the definition of disability under the act which has helped increase the proportion of disabled staff. We are setting up a disability staff group which should also help improve performance in this area.	Lorraine Langham	Cllr Pavey
HR08 - %of lesbian, gay and bisexual staff	3%	3%	3%	3%	3%	5%	Plan is Better	▲	-	-	It is believed that there is under-reporting in this indictor. Staff will be encouraged at regular intervals to updated their diversity data on Oracle.	Lorraine Langham	Cllr Pavey
HR12 - Average days sickness	5.0	1.0	1.0	1.45	1.45	1.25	Smaller is Better	★	-	-		Lorraine Langham	Cllr Pavey

Better Ways – Quarterly and Monthly Measures

Better ways of working

Internal Business Continued

Performance Indicator	14/15 Outturn	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Actual YTD	Target YTD	Good is?	RAG YTD	Benchmark	Benchmark Source	Commentary and Actions	Owner	Lead Member
Percentage of Council Tax collected	95.60%	13.10%	21.91%	30.77%	39.97%	47.17%	56.47%	65.07%	73.67%	82.27%	82.27%	82.57%	Bigger is Better	●	54.7%	LAPS Q2	Council Tax is 0.3% below target but there are more instalments profiled for collection in Jan/Feb/March when compared to last year which if collected will result in end of year target being achieved. This is being monitored weekly and regular meetings with Capita to ensure agreed actions are being taken	Lorraine Langham	Cllr Pavey
RB03 - Non-Domestic Business Rates (NNDR)	98.11%	10.55%	19.79%	29.06%	38.53%	46.95%	58.59%	67.37%	76.15%	84.93%	84.93%	85.28%	Bigger is Better	●	58.10%	LAPS Q2	NNDR Collection has fallen behind target in December for the first time this year, and in comparison to the same period last year. Currently investigating reasons why but less cash collected in December 2015 when compared to December 2014 (£800K). Monitoring outstanding balances to see if there is one "large" assessment/balance due that may be impacting collection. However more instalments are profiled in February and March 2016 when compared to 2015 which if collected will enable collection to catch up and achieve target.	Lorraine Langham	Cllr Pavey
RB04 - Value of CT/HB overpayments recovered	£5,848,983	£508,043	£1,191,106	£1,699,149	£2,252,790	£2,772,470	£3,391,973	£4,015,629	£4,615,396	£5,243,414	£5,243,414	£5,185,000	Bigger is Better	★	-	-	Recovery of overpayments this year has not kept pace with the levels by which overpayment debts have been raised. This is due to the HMRC RTI work where HMRC data and ours have been compared and many customers have been found not to have declared ongoing standing increases in their income or pensions. This has resulted in unprecedented levels of debt. In mitigation, a three year business plan has been drawn up involving increasing resource amongst other options, which are designed to substantially increase income.	Lorraine Langham	Cllr Pavey
RB05 - Value of Council Tax arrears recovered	£2,110,897	£0	£242,767	£446,212	£281,508	£237,170	£299,445	£308,609	£273,503	£258,536	£2,347,750	£2,025,000	Bigger is Better	★	-	-		Lorraine Langham	Cllr Pavey

Brent	**Cabinet** 8 February 2016 **Report from the Strategic Director Children and Young People**
For Action	Wards Affected: ALL

Variation of Barnardo's contract to include Crèche Services

1.0 Summary

1.1 In June 2015 Cabinet agreed to award the contract for managing 14 Brent Children's Centres to Barnardo Services Limited. The contract commenced on October 5 2015. An essential part of successful Children's Centre service delivery/ outcomes includes provision of crèche services on site, to allow parents/carers to attend courses and adult centred activities (eg parenting groups, money management courses) knowing their young children are well looked after nearby. The current provider of crèche services is ceasing this provision and officers consider that varying the contract with Barnardo Services Limited to include such crèche services is an appropriate way of arranging future provision.

2.0 Recommendations

2.1 Cabinet approve the variation of the contract for the operation and management of Brent's Children's Centres with Barnardo Services Limited commencing on 5 October 2015 to allow the inclusion of the management and provision of crèche services.

3.0 Detail

3.1 At the time of awarding the contract to Barnardo Services Limited ("Barnardo's") to operate and manage 14 children's centres, the governing body of the Fawood Curzon Federation ("Fawood Curzon Federation") managed the other 3 children's centres in Brent.

3.2 The buildings of Fawood and Curzon centres were purpose built as a combined nursery and children's centre. The design of the buildings is such that the separation of the children's centre and nursery functions is not possible. For this reason these 3 children's centres managed by the Fawood Curzon Federation remained outside of the scope of the contract with Barnado's.

3.3 The Fawood Curzon Federation also managed a crèche 'bank' service providing crèche services at those children's centres it managed and also those centres originally managed by the Council.

3.4 The arrangement whereby a provider of children's centre services also managed the crèche bank service was considered beneficial given the interrelationship of the operation of the children's centre and the provision of crèche services. An essential part of successful children's centre service delivery/ outcomes includes provision of crèche services on site, to allow parents/carers to attend courses and adult centred activities (e.g. parenting groups, money management courses) knowing their young children are well looked after nearby. Provision of the crèche bank service by Fawood Curzon Federation provided a seamless service at those children's centres it operated and through close cooperation with the Council, the Fawood Curzon Federation was able to also deliver an effective crèche service to the other children's centres.

3.5 In July 2015 the Head of the Fawood Curzon Federation resigned his position and subsequently left his post in December 2015. It has not yet been possible to appoint a substantive headteacher. The governing body of Fawood Curzon Federation indicated to the headteacher in July that, in the circumstances, they would no longer be able to manage the crèche bank service. In the autumn term 2015 the Council was made aware that governing body had terminated the contracts of crèche workers. Interim arrangements were put in place by the Council. The governing body of Fawood Curzon Federation confirmed that going forward they wish to terminate this element of its agreement. In view of the notice given by the Fawood Curzon Federation, officers have had to consider alternatives for the delivery of a crèche service.

3.6 One alternative that officers have considered is bringing the service in house. Whilst the council employs a crèche co-ordinator, the crèche workers have previously been employed by the Fawood Curzon Federation. As outlined above, the Council needed to make interim arrangements in September 2015 and therefore contracted with self employed crèche workers and some agency workers to enable an interim crèche service to be delivered. This use of self employed and agency staff is costly, as would be the cost of transferring these staff to permanent council contracts. Officers do not therefore consider that bringing provision of the service in house would be advantageous or cost effective for the Council and have ruled this option out.

3.7 Officers have considered the possibility of tendering the crèche service. There is however concern that tendering and awarding a contract for crèche bank services to a third party would be detrimental to the effective provision, not only of the crèche bank service, but also of children's centre services. Barnardo's Services Limited have responsibility for the day to day management of most of the children's centre buildings and therefore the availability of rooms for crèche delivery. This would present practical difficulties in managing the crèche service should be awarded to an alternative provider.

3.8 Quality is an important aspect of the crèche service as it plays a key role in monitoring children's development and progress of all children. The service will form part of any Ofsted inspection of the Children's Centres. The statutory responsibility for quality and Ofsted remains with the council. As indicated at paragraph 3.4, the arrangement whereby a children's centre provider also manages the crèche bank service is considered beneficial given the close interrelationship between the crèche service and the effective operation of the children's centre.

3.9 In addition to the above technical issues with letting a contract for crèche bank services to a third party, there is also concern at the impact on the crèche service of a lengthy procurement process. Any procurement of the crèche service is likely to take approximately six months. Whilst temporary arrangements are in place to continue to provide a crèche bank service, there are concerns that, without substantive leadership in place, the quality of the crèche service may begin to suffer.

3.10 Given Barnardo's are now the main provider of children centre services in Brent, officers have considered whether it may be possible to vary the existing children's centre contract with Barnardo's to include crèche services. The contract with Barnardo's permits variation. Barnardo's offer childcare themselves in other contracts they have across the UK and are therefore a provider with experience and expertise in the provision of this service. Given that they are the main provider of childcare services in Brent, they would not experience the issues that a third party provider may have in operating effectively the crèche bank service with the children's centre service.

3.11 Officers have therefore held exploratory talks with Barnardo's to establish whether they are interested in providing a crèche bank service in Brent. Barnardo's have confirmed that they would be interested in providing such service and would do so for £120,000 for direct delivery. Officers have also explored the transfer of the Council employed part time crèche co-ordinator pursuant to the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) as part of any variation to the contract. This would add an additional £25,000 to the fees. There would be no cost of living uplift on these figures for the term of the contract, giving a total proposed annual sum of £145,000. This represents a reduction on the costs that the council paid to the Fawood Curzon Federation last year which totalled £164,000.

3.12 Having reviewed options, officers consider a variation to the existing Barnardo's contract to incorporate the provision of the crèche bank service in Brent for the remaining term of the contract is the preferred way forward.

4.0 Finance

4.1 Currently the total cost to Brent of providing crèche services is approximately £164,000. This is made up of £139,000 on direct delivery and £25,000 on a part time coordinator.

4.2 The proposed contract price with Barnardo's is £145,000. Therefore, if the contract variation is approved, there will be a saving to the Council of £19,000 from 2016/17.

5.0 Legal

5.1 As indicated at paragraph 3.10, there is provision in the children's centre contract with Barnardo's that permits variations generally. As the variation provision does not specifically mention the ability to include crèche bank services, it is necessary to refer to the provisions of the Public Contracts Regulations 2015 ("PCR 2015") to establish whether such a variation is permitted under EU law.

5.2 Regulation 72 of the PCR 2015 sets out the circumstances in which it is acceptable for a contract to be varied rather than having to go through a new procurement process. Regulation 72 (1)(b) permits the variation of a contract

where additional services are necessary and a change in contractor cannot be made for economic or technical reasons and where the variation does increase the price by more than 50%.

5.3 Paragraphs 3.7 and 3.8 detail that there is a need for crèche services at children's centres and indicate that for technical reasons these are best provided by a contractor that is also providing children centre services given the interrelation between the two services. Should the Barnardo's contract be varied to include the delivery of crèche services for the outstanding term of the contract, this this would not increase the price by more than 50%. It would therefore appear that variation of the contract is permissible pursuant to Regulation 72 (1)(b).

5.4 Should members agree to the variation of the Barnardo's contract to include crèche services, Regulation 72 (1)(b) does require the publications of a notice in the Official Journal of the European Union about the modification once it has taken place

5.5 The value of the proposed variation to the contract for the outstanding term of the Barnardo's contract (if extended to the full 5 year term) is approximately £664k. Officers only have delegated authority to agree variations valued at less than £250k. In the circumstances, Cabinet approval to the proposed variation is required.

6.0 Diversity implications

6.1 The proposals in this report have been subject to screening and officers believe that there are no diversity implications as a result of this report.

7.0 Staffing

7.1 There is one part time member of Council staff that assists with coordinating the bank of crèche workers and planning the allocation of services across the centres. It is proposed that the part time crèche coordinator would (following consultation) be transferred to Barnardo's as part of the variation pursuant to TUPE.

7.2 The crèche workers appointed by Fawood Cuzon Federation formed a bank of workers that provided services on an 'as needed' basis. The crèche workers notified the Fawood Curzon Federation and crèche coordinator of the hours they were available to work and they were then allocated work at the children's centres. The Fawood Curzon Federation terminated all such appointments at the end of July 2015. No crèche services were provided in August 2015. In September the Council contracted with self employed crèche workers and some agency workers to enable an interim crèche service to be delivered. This use of self employed and agency staff is costly. Subject to cabinet approval of the contract variation, Officers will therefore recommend that Barnardo's appoint staff and re-introduce systems to address the maintenance and improvement of quality and the delivery of staffing training.

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Brent	**Cabinet** 8 February 2016 **Report from the Strategic Director Children and Young People**
For Action	Wards Affected: ALL

Brent Council's School Admission Arrangements for 2017/18

1.0 Summary

1.1 Cabinet is asked to agree the proposed Admission Arrangements and scheme of co-ordination for Brent Community Schools for 2017/18 and note changes to the arrangements as set out in the recommendations.

1.2 The results of the consultation undertaken on proposals to prioritise children of staff and children who attract pupil premium funding are provided.

2.0 Recommendations

2.1 That the results of the consultation carried out from 23 November 2015 to 4 January 2016 be considered and noted.

2.2 That the oversubscription criteria for community primary schools for 2017/18 should be amended to include children of staff at criterion 5. The impact of the introduction of this criterion will be monitored in relation to the impact on vulnerable children.

2.3 That children who attract pupil premium funding are not prioritised in the arrangements for admission in 2017/18, but the impact of not Introducing this criterion will be monitored in relation to the impact on vulnerable children.

2.4 That further amendments are made to the admissions arrangements to include explanations of the processes for measuring the distance from home to school and for the admission of summer born children.

2.5 That the proposed Admission Arrangements for Brent schools and schemes of coordination for maintained schools in Brent for the 2017/2018 academic year are agreed. (Appendix 1)

3.0 Background

3.1 Brent Council is the Admission Authority for 32 community primary schools in the borough. Voluntary aided (VA) and foundation schools, academies and free schools are their own admission authority and determine their own admission arrangements and oversubscription criteria. This report relates to the admission arrangements and oversubscription criteria of Brent community primary schools only. (Appendix 2)

3.2 The School Admissions Code issued under Section 84 of the School Standards and Framework Act is the legal framework for school admissions matters. The Admissions Code requires that Admission Authorities have a mechanism to rank applications in order of priority. All schools and Admission Authorities must have admission arrangements that clearly set out how children will be admitted, including the criteria that will be applied if there are more applications than places at the school. Admission arrangements for Brent community schools are determined by the council as the Admissions Authority.

3.3 The DfE revised the Admissions Code in 2012 to allow the inclusion of oversubscription criterion prioritising children of staff. Prior to this date a children of staff criterion was not permitted. Since September 2012 sixteen Academy, VA, Foundation or free schools in Brent have introduced this admission criterion. A number of community schools have enquired about the introduction of a children of staff criterion as a potential tool to assist in attracting and retaining staff, particularly in subjects or areas where there has been a shortage of good applicants.

3.4 Amendments to the Admissions Code in December 2012 also permitted admission authorities to prioritise children in receipt of the pupil premium and service premium in admission arrangements. This criterion has not been adopted by any Academy, VA or free school in Brent.

3.6 It is a requirement of the school Admission Code that the approach of the Admission Authority to the admission of summer born children is made clear in the Admission Arrangements.

3.7 It is a requirement of the Admissions Code that the method of measuring the distance between home and school is clearly explained in the Admission Arrangements.

4.0 Consultation

4.1 As the Admissions Authority for Brent Community Schools, the council is required to consult widely on any proposed changes to the admission arrangements and oversubscription criteria for 2017/18. The period of consultation must be for a minimum of six weeks and be completed by 31 January 2016. This consultation period allows parents, other schools, religious authorities and the local community to raise any concerns about proposed admission arrangements. All VA and foundation schools, academies and free schools in Brent are consulted. Once the Brent

Community Schools admission arrangements are determined they will be circulated to all schools in Brent.

4.2 Following Cabinet's agreement to consult in October 2015, consultation was carried out on proposals to amend the oversubscription criteria for community schools for 2017/18 from 23 November 2015 to 4 January 2016.

4.3 A public notice was placed in the local press, two public meetings were arranged, one daytime and one evening meeting. All Brent schools, children's centres, other local authorities and other statutory bodies were consulted as required by the Admissions Code. Information was provided on the admissions pages of the council's web site, on the consultation portal and promoted through The Brent Magazine and social media.

4.4 The proposed changes consulted on were:

i. to prioritise children whose parent is a member of staff who has been employed at the school for two or more years at the time of application or has been recruited to fill a vacancy for which there is a demonstrable skill shortage.
ii. to prioritise Reception applicants eligible for the early years pupil premium, the pupil premium or the service premium.

4.5 27 responses to the consultation were received. A full report on responses to the consultation is attached. (Appendix 3). The following table summarises responses to the proposal to give admission priority to children of staff. This shows support for the introduction of a children of staff criterion. Comments not supportive of the proposal were that children of staff should not have priority over local children.

Children of staff	% total	Number of responses
Strongly agree	51.85%	14
Agree	29.63	8
Neither agree or disagree	3.70	1
Disagree	0	0
Strongly disagree	14.81	4
Don't know	0	0

4.6 Responses to the proposal to give admissions priority to children eligible for the pupil premium were more evenly distributed but more respondents were against the proposal than in support of it. The following table summarises responses to the proposal to give admission priority to children eligible for the pupil premium. Comments not supportive of the proposal were that children in receipt of the pupil premium were already well represented in Brent community schools, that the introduction of this criterion could disadvantage poorer working families not eligible for benefits, and the significant impact this could have on local children who may not be able to attend their local school.

Children in receipt of Pupil Premium	% total	Number of responses
Strongly agree	18.52	5
Agree	14.81	4

Neither agree or disagree	22.22	6
Disagree	22.22	6
Strongly disagree	22.22	6
Don't know	0	0

5.0 Detail

5.1 Response to Children of Staff Criterion

5.2 The equalities analysis for children of staff identified a disproportionate impact on the basis of gender and ethnicity, likely to favour women and white staff members. However the overall impact would be low because of the very small proportion of offers likely to be made under this criterion.

5.3 Enfield Council which introduced a children of staff criterion in their community schools oversubscription criteria in 2013 offered fewer than 0.5 per cent of places each year under this criterion. The table outlines the number and percentage of offers of Reception places made under children of staff criterion at oversubscribed Enfield community primary schools in September 2013, 2014 and 2015.

Children of Staff admissions to oversubscribed Enfield community primary schools

Year of entry to Reception	Number of offers made on the basis of children of staff criterion at oversubscribed community primary schools	Total number of offers made at oversubscribed community primary schools	Percentage of offers made on the basis of children of staff criterion
September 2013	0	1810	0%
September 2014	5	1780	0.3%
September 2015	7	1840	0.4%

5.4 Brent could expect approximately similar proportion of offers to be made under this criterion as summarised below (assumption that 0.5% of offers would be made under this criterion).

Projected Children of Staff admissions to oversubscribed Brent community schools (assuming 0.5% of offers would be made under the this criterion)

Year of entry to Reception	Projected number of offers made on the basis of children of staff criterion at oversubscribed community schools	Total number of offers made at oversubscribed community schools
September 2014	9	1763
September 2015	8	1673

5.5 Sixteen Brent VA, Foundation or Academy schools have adopted this criterion. (2 secondary schools, 3 all through schools and 11 Primary and Junior schools) The following table shows the number of places allocated under children of staff criterion since 2014 by these schools.

Year of entry	Places allocated under children of staff criterion in primary schools	Places allocated under children of staff criterion in secondary schools
September 2014	4	5
September 2015	4	0

5.6 Cabinet is recommended to agree the inclusion of children of staff criterion as Oversubscription 5. The numbers of children securing a place under this criterion are likely to be low, but it is expected to assist with staff recruitment and retention in Brent community schools.

6.0 Response to consultation on the inclusion of a criterion to give priority to applicants who are eligible for the pupil premium

6.1 The Admissions Code was changed in 2012 to allow admission authorities the option to include oversubscription criteria that prioritise children eligible for the Pupil Premium.

6.2 Children from low-income families who are eligible for free school meals (or have been at any time in the past 6 years) qualify for the pupil premium. To qualify for free school meals families must be in receipt of one of the following benefits:
i. Income Support
ii. Income-based Jobseekers Allowance
iii. Income-related Employment and Support Allowance
iv. Support under Part VI of the Immigration and Asylum Act 1999
v. The guaranteed element of State Pension Credit
vi. Child Tax Credit (provided you're not also entitled to Working Tax Credit and have an annual gross income of no more than £16,190)
vii. Working Tax Credit run-on-paid for four weeks after you stop qualifying for Working Tax Credit
viii. Universal Credit

6.3 27% (4,446) of children attending Brent community schools attract the Pupil Premium. 28% (8,654) of children attending non community schools in Brent attract the pupil premium.

6.4 The government is keen that admission authorities seek to tackle the particular educational disadvantages faced by children eligible for the Pupil Premium. In particular ministers want to see high performing schools admit a proportion of disadvantaged children that reflects the demographics of their local area.

6.5 Appendix 4 provides details of Brent community primary schools by ward, Pupil Premium cohort, current Ofsted rating, and Key Stage 2 attainment. This data indicates that, in the main, outstanding and good schools in Brent admit a proportion of disadvantaged children that reflects the demographics of their local area.

6.6 The schools showing the highest negative variances between the percentages of children in the school eligible for pupil premium compared to the percentage in the ward are infant schools. The introduction of universal free school meals for children at KS1 has meant that many parents have not applied for the Pupil Premium, as their child is automatically entitled to receive a free meal. It is therefore likely that the actual number of children eligible for the pupil premium is higher than shown.

6.7 The public consultation on this criterion attracted 27 responses of which 33% were in favour of its introduction. The majority of respondents

(44%) disagreed or strongly disagreed and 22% were neutral. The full consultation responses are attached to this report (Appendix 3)

6.8 Some respondents were concerned that the implementation of this proposal could negatively impact on local children and poorer working families not in receipt of benefits, who may be denied a place at their local school.

6.9 Given the fact that Brent schools currently admit a proportion of Pupil Premium children which reflect the demographics of the local area and the low level of support for this proposal from the public, we are recommending that this criterion is **not** included in the admission arrangements for 2017/18.

7.0 Proposed Oversubscription Criteria for Community Schools 2017/18

7.1 Cabinet is asked to agree the following oversubscription criteria for Brent community schools for 2017/18 which includes a 'children of staff' criterion at criterion 5.

1) A 'looked after child' or a child who was previously looked after but immediately after being looked after became subject to an adoption, child arrangements, or special guardianship order.
2) Children attending an infant school on the same site as a junior school.
3) Special circumstances to do with significant medical needs and/or social needs.
4) Brothers or sisters of a child who attends the school, or an infant or junior school on the same or adjoining site, living in the catchment area of the school and who will continue to do so on the date of admission.
5) Children whose parent is a member of staff who has been employed at the school for two or more years at the time of application or has been recruited to fill a vacancy for which there is a demonstrable skill shortage.
6) Children living within the school's catchment area.
7) Brothers or sisters of a child who attends the school, or an infant or junior school on the same or adjoining site, and who will continue to do so on the date of admission.
8) All other applicants.

8.0 Summer born children

8.1 It is a requirement of the school admission code that the approach of the Admission Authority to the admission of summer born children is made clear in the Admission Arrangements.

8.2 Compulsory school age is set out in section 8 of the Education Act 1996 and The Education (Start of Compulsory School Age) Order 1998. Children are of compulsory school age from the start of the term following their 5th birthday. Parents have a duty to ensure children of compulsory school age receive education, but can if they choose, fulfil that duty through elective home education.

8.3 School admission authorities are required to provide for the admission of all children in the September following their fourth birthday, but flexibilities exist for children whose parents do not feel they are ready to begin school before they reach compulsory school age. Where a parent requests their child is admitted out of their normal age group, the school admission authority is responsible for making the decision on which year group a child should be admitted to. They are required to make a decision on the basis of the circumstances of the case and in the best interests of the child concerned.

8.4 There is no statutory barrier to children being admitted outside their normal age group, but parents do not have the right to insist that their child is admitted to a particular age group.

8.5 The admissions code allows parents/carers the right to defer their child's admission to a reception class in a school for up to two terms.

8.6 The term 'summer born' is used to refer to children born from 1 April to 31 August. These children are not required to start school until a full school year after the point at which they could first have been admitted, and the point at which other children in their age range are beginning year 1. Should the parent wish their child to be admitted to reception, rather than year one, at this point, they may request that they are admitted out of their normal age group.

8.7 Paragraph 2.17A of the code requires that, in any circumstance where a parent requests their child is admitted out of their normal age group, the admission authority must make a decision on the basis of the circumstances of the case and in the best interests of the child concerned.

8.8 Cabinet is asked to agree the inclusion of the explanatory wording regarding deferred admission to a Reception class for summer born children in Brent Council's Community School Admission Arrangements for 2017/18 as set out below.

The council's policy is for children to be educated within their correct chronological year group, with the curriculum differentiated as necessary to meet the needs of individual children. This is in line with the Department for Education's (DfE) most recent "Advice on the Admission of Summer Born Children", published in December 2014, which states that, "in general, children should be educated in their normal age group, with the curriculum differentiated as appropriate, and that they should only be educated out of their normal age group in very limited circumstances.

If parents/carers believe their child should be educated in a different year group they should submit an application for the 'normal' reception round for their child, and provide supporting evidence from relevant professionals working with the child and family stating why it is in the child's best interest to be placed outside their normal age appropriate cohort. DfE guidance makes clear that "it is reasonable for admission authorities to expect parents to provide them with information in support of their request – since without it they are unlikely to be able to make a

decision on the basis of the circumstances of the case.

For community schools, the council as the admission authority will decide whether the application will be accepted on the basis of the information submitted. Decisions will be based on the individual circumstances of each case including the view of parents, the relevant head teacher(s), the child's social, academic and emotional development and whether the child has been previously educated out of year group. There is no guarantee that an application will be accepted on this basis. If the application is not accepted this does not constitute a refusal of a place and there is no right to an independent statutory appeal. Similarly there is no right of appeal for a place in a specific year group at a school. The internal management and organisation of a school, including the placement of pupils in classes, is a matter for the head teacher and senior leadership of individual schools.

The governing body of schools responsible for their own admissions (academies, voluntary aided, foundation and free schools) are ultimately responsible for making this decision for applications made to their school.

9.0 Method of distance measurement from home to school

9.1 It is a requirement of the Admissions Code that the method of measuring the distance between home and school is clearly explained. Cabinet is asked to agree the inclusion of the explanatory wording at paragraph 9.2 below re the 'tie-break distance measurement' within each criterion.

9.2 The distance is measured along a straight line from an address point in the property to the address point of the school. The measuring system is an integral part of the admission database produced by Tribal Technology Ltd. The system uses Ordnance Survey maps and address points from the LLPG (Local Land and Property Gazetteer) and is accurate to 1 metre.

10.0 Financial Implications

10.1 There are no specific financial implications for this report.

11.0 Legal Implications

11.1 The School Admissions Code has been issued under Section 84 of the School Standards and Framework Act. The proposed admission arrangements (appendix 2) and oversubscription criteria (see section 5 and 6) adhere to the requirements of the Admissions Code, revised 19 December 2014.

11.2 Admission Authorities are responsible for admissions and must act in accordance with the Code, the School Admissions Appeals Code, other laws relating to admissions and relevant human rights and equalities legislation

11.3 As the Admissions Authority for Brent Community Schools the council is required to consult widely on any proposed changes to the admission arrangements and oversubscription criteria for 2017/18. The consultation must be carried out for a minimum of six weeks ending on 31 January

2016. The local authority must finalise ("determine") admission arrangements for 2017/2018 by 28 February 2016.

12.0 Diversity Implications

12.1 In general the admissions policy aims to protect the interests of those who are disadvantaged or vulnerable.

12.2 An equalities analysis on the impact of the introduction of children of staff criterion concludes that there would be low impact on equality groups, cohesion and good relations primarily due to the very small percentage of offers that would be made under this criterion (> 0.5% of all offers) The number of places offered under this criterion will be monitored to ensure the impact is as anticipated.

12.3 Admission arrangements can be amended annually, subject to fulfilling the required statutory consultation. To ensure there is no unintended negative impact on vulnerable families, appeals, complaints and concerns raised about the arrangements will be monitored carefully by the admissions service. The proportion of children in receipt of the pupil premium in schools will be monitored for adverse impact. If a significant impact is identified consideration will be given to revising the oversubscription criteria for future years.

13.0 Staffing/Accommodation Implications

13.1 Introduction of a children of staff criterion is expected to assist schools in the recruitment and retention of staff. There are no accommodation issues contained within this report.

Background Papers

Appendix 1 – Proposed admission arrangements and scheme of coordination for 2017/2018
Appendix 2 – Brent community primary schools & proposed admission numbers for 2017/2018
Appendix 3 - Report of the consultation on proposals to amend the oversubscription criteria for community schools for 2017/2018
Appendix 4 - Schools by ward, pupil premium cohort, Ofsted rating and KS2 attainment Consultation paper and appendices: Consultation on oversubscription criteria for Brent Community Schools for 2017/2018 Entry
Appendix 5 - Equalities Analysis on the introduction of children of staff criterion for Brent community schools

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PROPOSED ADMISSION ARRANGEMENTS FOR BRENT COMMUNITY SCHOOLS
FOR 2017/2018
(INCLUDING PRIMARY AND SECONDARY SCHEMES OF CO-ORDINATION)

Contents

Primary School Planned Admission Numbers for Admission to School in September 2017

How places will be allocated in community reception classes and community junior schools

Schemes of co-ordination

- Primary
- Secondary
- In-year

COMMUNITY SCHOOL ADMISSION ARRANGEMENTS 2017/2018

Primary School Planned Admission Numbers for Admission to School in September 2017

Name of School	Planned Admission Number
Anson Primary School	52
Barham Primary School	120
Braintcroft Primary School	90
Brentfield Primary School	90
Byron Court Primary School	150
Carlton Vale Infant School	60
Chalkhill Primary School	60
Donnington Primary School	30
Elsley Primary School	120
Fryent Primary School	120
Harlesden Primary School	90
Kingsbury Green Primary School	90
Leopold Primary School	120
Lyon Park Infant School	120
Lyon Park Junior School	120
Malorees Infant School	60
Mitchell Brook Primary School	90
Mora Primary School	60
Mount Stewart Infant School	90
Mount Stewart Junior School	90
Newfield Primary School	60
Northview Primary School	30
Oliver Goldsmith Primary School	60
Park Lane Primary School	60
Preston Park Primary School	120
Roe Green Infant School	120
Roe Green Junior School	120
Salusbury Primary School	90
Stonebridge Primary School	90
Uxendon Manor Primary School	120
Wembley Primary School	120
Wykeham Primary School	60

Admission to Reception class and Infant to Junior Transfer

If more applications are received than there are places available, places are offered up to a school's planned admission number to applicants whose application is received by the closing date in the following priority using an equal preference system (see below).

Equal preferences

Each preference is treated as a separate application. Then using the oversubscription criteria each application is considered and ordered in a list based on how well they meet the criteria. If applicants qualify for a place at more than one school, a place is offered at the one given the highest ranking by the applicant.

In the event a school is oversubscribed and has received more applications than places and after children with statements of special educational needs or Education, Health and Care Plans have been considered places will be allocated in accordance with the oversubscription criteria.

There is no automatic transfer from nursery to reception. Parents must complete a separate application.

Application forms will be available from September 2016 and the closing date for applications will be 15 January 2017. Offer Letters will be sent out on 18 April 2017.

Deferred Entry

Parents can request that the date their child is admitted to school is deferred until later in the year in which they apply or until the term in which the child reaches statutory school age. Statutory school age begins the first day of term after your child's fifth birthday.

Parents wishing to defer entry must contact the school after advising them on this after a place has been offered.

Parents can also request that their child attends part-time until their child reaches statutory school age.

Applications for children outside the normal age group

The council's policy is for children to be educated within their correct chronological year group, with the curriculum differentiated as necessary to meet the needs of individual children. This is in line with the Department for Education's (DfE) most recent "Advice on the Admission of Summer Born Children", published in December 2014, which states that, "in general, children should be educated in their normal age group, with the curriculum differentiated as appropriate, and that they should only be educated out of their normal age group in very limited circumstances.

If parents/carers believe their child should be educated in a different year group they should submit an application for the 'normal' reception round for their child, and provide supporting evidence from relevant professionals working with the child and family stating why it is in the child's best interest to be placed outside their normal age appropriate cohort. DfE guidance makes clear that "it is reasonable for admission authorities to expect parents to provide them with information in support of

their request – since without it they are unlikely to be able to make a decision on the basis of the circumstances of the case.

For community schools, the council as the admission authority will decide whether the application will be accepted on the basis of the information submitted. Decisions will be based on the individual circumstances of each case including the view of parents, the relevant head teacher(s), the child's social, academic and emotional development and whether the child has been previously educated out of year group.

There is no guarantee that an application will be accepted on this basis. If the application is not accepted this does not constitute a refusal of a place and there is no right to an independent statutory appeal. Similarly there is no right of appeal for a place in a specific year group at a school. The internal management and organisation of a school, including the placement of pupils in classes, is a matter for the head teacher and senior leadership of individual schools.

Late Applications and changes to your application form after the closing date

Application forms must be received by Brent Council by the closing date of 15 January 2017.

Applications received after the closing date will be considered as late applications and will be processed after places have been allocated to applicants who applied on-time. However, in very exceptional cases applications received after the closing date may be considered. Additionally, any changes to the application (e.g. order of school preference or change of address) received, or that come into effect, after the closing date will be treated in the same way as a late application (see below).

The following are some example of exceptions that may apply provided the application is received by 10 February 2017 and that there is appropriate evidence:

1. If the family has just moved house you will be asked to provide:

    - a letter from the solicitor confirming completion date which must be on or before 10 February 2017
    - a formal tenancy agreement from a letting/estate agent, which comes into effect on or before 10 February 2017

2. If the family is returning from abroad they will need to provide either:

    - a council tax bill confirming re-occupation of their property by 10 February 2017 if the property has not been occupied or
    - confirmation that tenancy has ceased by 10 February 2017 and that they will re-occupy their property if it has been rented during their absence or
    - confirmation from their employer that they will return to live in Brent on or before 10 February 2017 if they were seconded abroad.

3. If a single parent has been ill for some time, or there has been a recent death of an immediate family member (evidence of this will be required).

Waiting Lists

If the school place allocated is not the first preference, your child's name will automatically be placed on the waiting list for schools which have been ranked higher than the offer made. Community school waiting lists will then be maintained by the council whilst Voluntary Aided, Foundation and Academy Schools waiting lists will be maintained by the schools.

Waiting lists are not maintained on a 'first come - first served' basis. Waiting lists are kept in the priority order as explained in the oversubscription criteria.

Places are offered from the waiting list throughout the year. When a place becomes available, it is offered to the first child on the list and if it is accepted all other children will move up the list. Children may also move down the waiting list if another family, with a higher priority under the oversubscription criteria, ask for their child's name to be added to the list.

Applicants, who ask for their child's name to be placed on the waiting list for another school, after a school place has been allocated, are indicating they prefer this school to the other school already allocated. If at a later date a place is offered from the waiting list, this new offer will supersede any previous offer, which will then be withdrawn.

Looked after children and previously looked after children, and those allocated a place at the school in accordance with Brent's Fair Access Protocol, will take precedence over those on a waiting list.

Lists will be maintained throughout the school year. A child's position on the waiting list does not depend upon the time they have been on the list but will be determined by how they meet the oversubscription criteria.

This means that a child's position on the list can go down as well as up, depending upon the child's circumstances and those of other applicants.
The waiting list will be closed each year and will not roll over. A new application will have to be made for a new academic year.

Appeals

Parents can appeal against any decision made by Brent about the school where they would like their child to be educated.

When an appeal form is requested, the child's name is automatically placed on the waiting list for that school.

A child admitted to a school as a result of a successful appeal will be admitted in precedence to those on the waiting list.

There is no right of appeal against any decision not to offer a place in a nursery.

In Year Applications

Applications received outside the normal admissions round will be considered in line with the oversubscription criteria.

A place will be offered at the school requested provided there is a vacancy in the appropriate year group. Where the year group is full and it is not possible to meet the parental preference, a place will be offered at the nearest community primary school with a vacancy in the year group.

The address used to process the application will be the address where the parent and child normally live and they must be living there at the time of application. Admission of one child to a primary school does not give a right of admission for brothers or sisters, if places are not available for all at the same time.

Proposed Oversubscription Criteria for Community Primary Schools September 2017

The criteria set out below apply to community primary schools only. There are 32 Community Primary Schools in Brent. Voluntary aided or religious faith schools, foundation schools and academies have their own admission policies. Parents should approach the head teacher or chair of governors of these schools directly for a copy of their admission arrangements or visit www.brent.gov.uk/admisisons this webpage will list all the admission arrangements for all schools in Brent.

There is no automatic transfer from nursery to reception class. Parents wanting to apply for a place at reception **must** complete an application which is available on line or a paper Common Application Form (CAF).

Applications for children with an Education, Health and Care Plan (EHCP) or a statement of Special Educational Need are made by Local Authority SEN teams. The placement of such children is made after a process of consultation between parents, the school and the Local Authority. Children with an EHCP or a statement of Special Educational Need receive priority over others for admission to the school named on their Statement. A Statement of Special Educational Need is a statement made by the local authority under Section 324 of the Education Act 1996 specifying the special educational provision required for that child. An Education, Health and Care plan is a plan made by the local authority under Section 37 of the Children and Families Act 2014 specifying the special education provision required for that child.

Schools should not admit more than 30 pupils in each class for reception, Year 1 & Year 2. This is to enable the Local Authority to meet its statutory duty of having no more than 30 pupils in each class at Key Stage 1. Three year old children should not be admitted to reception classes.

The following criteria are clear, fair and objective. It is illegal for schools to discriminate against a pupil on the basis of his/her ethnicity.

Whenever and wherever possible, children are offered a school of their parents' preference and in practice the majority of children go to the school which their parents select for them.

Sometimes, however, there are more applications for a certain school than there are places available. This is described as oversubscription. Whenever this happens, pupils are offered places in the following order of priority:

1. A 'looked after child' or a child who was previously looked after but immediately after being looked after became subject to an adoption, residence, or special guardianship order.
The highest priority must be given to looked after children and all previously looked after children. Previously looked after children are children who were looked after, but ceased to be so because they were adopted, or became subject to a child arrangements order, or special guardianship order. This includes such children who were adopted (or subject to child arrangements orders or special guardianship orders) immediately following having been looked after.

2. Children attending an infant school on the same site as a junior school.

This criterion will only affect admission to a junior school that is on the same site as the infant school the child attends immediately prior to the transfer.

3. Special circumstances to do with significant medical needs and or social needs.

This criterion relates to the child's medical and or social needs. The application must be supported by written evidence that set out the particular reasons why the school in question is the most suitable and the difficulties that would be caused if the child had to attend another school. The recommendation for this specific school should demonstrate knowledge of the school in terms of resources and organisation which deems it essential that the named pupil be admitted to the specific school. The Council will not give higher priority to children under this criterion if the required documents have not been submitted.

Medical Needs

Applications made on medical grounds must be accompanied by compelling medical evidence from a hospital Consultant at the time of application. The letter from the hospital consultant must provide information about the child's medical condition, the effects of this condition and why, in view of this, the child needs to attend the parent's preferred school.

If the school is not the closest to home, the consultant must set out in detail the wholly exceptional circumstances for attending this school and the difficulties if the child had to attend another school.

Medical claims will only be considered for one school and this should be named by the consultant.

In assessing these applications, advice will be sought from Brent's Special Education Needs Service.

Social Needs

Applications made on social grounds must be accompanied by compelling evidence at the time of application. Social needs claims will be considered where there is involvement from a social worker, or other professional and where it can be demonstrated that the child has exceptional social needs that cannot be met at any other school. Parents' circumstances can have an impact on a child's social needs and evidence of this will be considered.

4. Brothers or sisters of a child who attends the school, or an infant or junior school on the same or adjoining site, *living in the catchment area of the school* and who will continue to do so on the date of admission.
This includes half and step brothers and sisters and foster children so long as they live at the same address - but **not** cousins. Siblings attending the same school should have priority over those attending a separate school on the same site.

5. **Children whose parent is a member of staff who has been employed at the school for two or more years at the time of application or has been recruited to fill a vacancy for which there is a demonstrable skill shortage.**

6. Children living within the school's catchment area.
The catchment area is the defined neighbourhood in which the school is sited. It is generally bounded by major roads and/or railway/tube. The catchment area is defined by the Local Authority and is designed to ensure that each address in the borough falls into the catchment area of one school. Information on which streets make up a catchment area can be obtained from the Local Authority, the school and the Local Authority's website.

7. Brothers or sisters of a child who attends the school, or an infant or junior school on the same or adjoining site, and who will continue to do so on the date of admission.

This includes half and step brothers and sisters and foster children so long as they live at the same address - but **not** cousins. Siblings attending the same school should have priority over those attending a separate school on the same site.

8. All other applicants.

'Tie-break' Distance Measurement

The distance is measured along a straight line from an address point in the property to the address point of the school. The measuring system is an integral part of the admission database produced by Tribal Technology Ltd. The system uses Ordnance Survey maps and address points from the LLPG (Local Land and Property Gazetteer) and is accurate to 1 metre.

Twins, Triplets and other children of multiple births

In the event that the school has one place to offer and the next child on the waiting list is one of twins, triplets or other children of multiple births, the Local Authority will offer both twins, all triplets or children of multiple birth a place even if this means temporarily going over the published admission's number.

Split residence

Where a child lives with parents with shared responsibility, each for part of a week, the address where the child lives is determined using a joint declaration from the parents stating the pattern of residence. If a child's residence is split equally between both parents, then parents will be asked to determine which residential address should be used for the purpose of admission to school. If the residence is not split equally between both parents then the address used will be the address where the child spends the majority of the school week.

Admission to community school nurseries

The timeline and oversubscription criteria for a place in a nursery class in a community school are the same as for a reception place. The council does not co ordinate applications for nursery places. Applications for a nursery place in a community school must be made directly to the school by 15th January 2017. Offers will be made on 18th April 2017 by the school. If the nursery is oversubscribed the Community Schools Oversubscription Criteria will be applied. There is no automatic transfer from a nursery class to a reception class in any Brent community school.

PAN-LONDON CO-ORDINATED ADMISSION SYSTEM

Brent Council's Schemes for Co-ordination of Admissions to Year 7 and Reception in 2017/18

Definitions used in the template schemes

"the Application Year"	the academic year in which the parent makes an application (i.e. in relation to the academic year of entry, the academic year preceding it).
"the Board"	the Pan-London Admissions Executive Board, which is responsible for the Scheme
"the Business User Guide (BUG)"	the document issued annually to participating LAs setting out the operational procedures of the Scheme
"the Common Application Form"	this is the form that each authority must have under the Regulations for parents to use to express their preferences, set out in rank order
"the Equal Preference System"	the model whereby all preferences listed by parents on the Common Application Form are considered under the over-subscription criteria for each school without reference to parental rankings. Where a pupil is eligible to be offered a place at more than one school within an LA, or across more than one participating LA, the rankings are used to determine the single offer by selecting the school ranked highest of those which can offer a place
"the Highly Recommended Elements"	the elements of the Template Scheme that are not mandatory but to which subscription is strongly recommended in order to maximise co-ordination and thereby simplify the application process as far as possible
"the Home LA"	the LA in which the applicant/parent/carer is resident
"the LIAAG Address Verification Register"	the document containing the address verification policy of each participating LA
"the Local Admission System	the IT module for administering admissions in

(LAS)"	each LA and for determining the highest offer both within and between participating LAs
"the London E-Admissions Portal"	the common online application system used by the 33 London LAs and Surrey County Council
"the Maintaining LA"	the LA which maintains a school, or within whose area an academy is situated, for which a preference has been expressed
"the Mandatory Elements"	those elements of the Template Scheme to which authorities **must** subscribe in order to be considered as 'Participating Authorities' and to benefit from use of the Pan-London Register
"the Notification Letter"	the agreed form of letter sent to applicants on the Prescribed Day which communicates any determination granting or refusing admission to a primary or secondary school, which is attached as Schedule 2
"the Prescribed Day"	the day on which outcome letters are posted to parents/carers. 1 March (secondary) and 16 April (primary) in the year following the relevant determination year except that, in any year in which that day is not a working day, the prescribed day shall be the next working day.
"the Pan-London Register (PLR)"	the database which will sort and transmit application and outcome data between the LAS of each participating LA
"the Pan-London Timetable"	the framework for processing of application and outcome data, which is attached as Schedule 3
"the Participating LA"	any LA that has indicated in the Memorandum of Agreement that they are willing to incorporate, at a minimum, the mandatory elements of the Template LA Scheme presented here.
"the Qualifying Scheme"	the scheme which each LA is required to formulate in accordance with The School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) Regulations 2012, for co-ordinating

arrangements for the admission of children to maintained primary and secondary schools and academies.

PAN LONDON CO-ORDINATED ADMISSIONS SYSTEM

Template Scheme for Co-ordination of Admissions to Year 7 in 2017/18

Applications

1. Brent will advise home LAs of their resident pupils on the roll of Brent's maintained primary schools and academies who are eligible to transfer to secondary school in the forthcoming academic year.

2. Applications from residents of Brent will be made on Brent's Common Application Form, which will be available and able to be submitted on-line. This will include all the fields and information specified in Schedule 1 to this Template LA Scheme. These will be supplemented by any additional fields and information which are deemed necessary by Brent to enable the admission authorities in the LA area to apply their published oversubscription criteria.

3. Brent will take all reasonable steps to ensure that every parent/carer who is resident in Brent and has a child in their last year of primary education within a maintained school, either in Brent or any other maintaining LA, receives a copy of Brent's admissions booklet and Common Application Form, including details of how to apply online. The admissions booklet will also be available to parents/carers who do not live in Brent, and will include information on how they can access their home LA's Common Application Form if unable to apply online.

4. The admission authorities within Brent will not use supplementary information forms except where the information available through the Common Application Form is insufficient for consideration of the application against the published oversubscription criteria. Where supplementary information forms are used by the admissions authorities within Brent, the LA will seek to ensure that these only collect information which is required by the published oversubscription criteria, in accordance with paragraph 2.4 of the School Admissions Code 2014.

5. Where supplementary information forms are used by admission authorities in Brent, they will be available on Brent's website. Such

forms will advise parents that they must also complete their home LA's Common Application Form. Brent's admission booklet and website will indicate which schools in Brent require supplementary forms to be completed and where they can be obtained.

6. Where an admission authority in Brent receives a supplementary information form, Brent will not consider it to be a valid application unless the parent/carer has also listed the school on their home LA's Common Application Form, in accordance with paragraph 2.3 of the School Admissions Code 2014.

7. Applicants will be able to express a preference for six maintained secondary schools or Academies within and/or outside the Home LA.

8. The order of preference given on the Common Application Form will not be revealed to a school within the area of Brent. This is to comply with paragraph 1.9 of the School Admissions Code 2014 which states that admission authorities must not give extra priority to children whose parents rank preferred schools in a particular order, including 'first preference first' arrangements . However, where a parent resident in Brent expresses a preference for schools in the area of another LA, the order of preference for that LA's schools will be revealed to that LA in order that it can determine the highest ranked preference in cases where an applicant is eligible for a place at more than one school in that LA's area.

9. Brent undertakes to carry out the address verification process as set out in its entry in LIAAG Address Verification Register. This will in all cases include validation of resident applicants against Brent's primary school data and the further investigation of any discrepancy. Where Brent is not satisfied as to the validity of an address of an applicant whose preference has been sent to a maintaining LA, it will advise the maintaining LA no later than **12 December 2016.**

10. Brent will confirm the status of any resident child for whom it receives a Common Application Form stating s/he is a 'Child Looked After' and will provide evidence to the maintaining LA in respect of a preference for a school in its area by **11 November 2016.**

11. Brent will advise a maintaining LA of the reason for any preference expressed for a school in its area, in respect of a resident child born outside of the correct age cohort, and will forward any supporting documentation to the maintaining LA by **11 November 2016.**

Processing

12. Applicants resident within Brent must return the Common Application Form**,** which will be available and able to be submitted on-line, to Brent by **31 October 2016.** However, Brent will publish

information which encourages applicants to submit their application by **21 October 2016 (i.e. the Friday before half term)**, to allow it sufficient time to process and check all applications before the mandatory date when data must be sent to the PLR.

13. Application data relating to all preferences for schools in the area of a participating LA, which have been expressed within the terms of Brent's scheme, will be up-loaded to the PLR by **11 November 2016.** Supplementary information provided with the Common Application Form will be sent to maintaining LAs by the same date.

14. Brent shall, in consultation with the admission authorities within Brent's area and within the framework of the Pan-London timetable in Schedule 3A, determine and state here its own timetable for the processing of preference data and the application of published oversubscription criteria.

15. Brent will accept late applications only if they are late for a good reason, deciding each case on its own merits.

16. Where such applications contain preferences for schools in other LAs, Brent will forward the details to maintaining LAs via the PLR as they are received. Brent will accept late applications which are considered to be on time within the terms of the home LA's scheme.

17. The latest date for the upload to the PLR of late applications which are considered to be on-time within the terms of the home LA's scheme is **12 December 2016.**

18. Where an applicant moves from one participating home LA to another after submitting an on-time application under the terms of the former home LA's scheme, the new home LA will accept the application as on-time up to **12 December 2016**, on the basis that an on-time application already exists within the Pan-London system.

19. Brent will participate in the application data checking exercise scheduled between **13 December 2016 and 3 January 2017** in the Pan-London timetable in Schedule 3A.

20. All preferences for schools within Brent will be considered by the relevant admission authorities without reference to rank order to comply with paragraphs 1.9 of the School Admissions Code 2014. When the admission authorities within Brent have provided a list of applicants in criteria order to Brent, Brent shall, for each applicant to its schools for whom more than one potential offer is available, use the highest ranked preference to decide which single potential offer to make. [This is the 'Equal Preference System'.]

21. Brent will carry out all reasonable checks to ensure that pupil rankings are correctly held in its LAS before uploading data to the PLR.

22. Brent will upload the highest potential offer available to an applicant for a maintained school or academy in Brent to the PLR by **3 February 2017.** The PLR will transmit the highest potential offer specified by the Maintaining LA to the Home LA.

23. The LAS of Brent will eliminate, as a Home LA, all but the highest ranked offer where an applicant has more than one potential offer across Maintaining LAs submitting information within deadline to the PLR. This will involve exchanges of preference outcomes between the LAS and the PLR (in accordance with the iterative timetable published in the Business User Guide) which will continue until notification that a steady state has been achieved, or until **16 February 2017** if this is sooner.

24. Brent will not make an additional offer between the end of the iterative process and **1 March 2017** which may impact on an offer being made by another participating LA.

25. Notwithstanding paragraph 24, if an error is identified within the allocation of places at one of Brent's schools, Brent will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a home or maintaining LA) Brent will liaise with that LA to attempt to resolve the correct offer and any multiple offers which might occur. However, if another LA is unable to resolve a multiple offer, or if the impact is too far reaching, Brent will accept that the applicant(s) affected might receive a multiple offer.

26. Brent will participate in the offer data checking exercise scheduled between **17 and 23 February 2017** in the Pan-London timetable in Schedule 3A.

27. Brent will send a file to the E-Admissions portal with outcomes for all resident applicants who have applied online no later than **24 February 2016**. (33 London LAs & Surrey LA only).

Offers

28. Brent will ensure, so far as is reasonably practical, that each resident applicant who cannot be offered a preference expressed on the Common Application Form, receives the offer of an alternative school place. Where this is the case Brent LA will try and offer a place at the nearest suitable academy, foundation or voluntary aided school with a vacancy.

29. Brent will inform all resident applicants of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, whether they were for schools in the Home LA or in other participating LAs.

30. Brent's outcome letter will include the information set out in Schedule 2.

31. On **1 March 2017,** Brent will send by first class post notification of the outcome to resident applicants.

32. Brent will provide primary schools with destination data of its resident applicants by the end of the Summer term 2017**.**

Post Offer

33. Brent will request that resident applicants accept or decline the offer of a place by **15 March 2017,** or within two weeks of the date of any subsequent offer.

34. Where an applicant resident in Brent accepts or declines a place in a school within the area of another LA by **15 March 2017,** Brent will forward the information to the maintaining LA by **22 March 2017**. Where such information is received from applicants after **15 March**, Brent will pass it to the maintaining LA as it is received.

35. Where a place becomes available in an oversubscribed maintained school or academy in Brent's area, it will be offered from a waiting list ordered in accordance with paragraph 2.14 of the School Admissions Code 2014.

36. When acting as a maintaining LA, Brent will inform the home LA, where different, of an offer for a maintained school or Academy in Brent's area which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.

37. When acting as a maintaining LA, Brent and the admission authorities within it, will not inform an applicant resident in another LA that a place can be offered.

38. When acting as a home LA, Brent will offer a place at a maintained school or Academy in the area of another LA to an applicant resident in its area, provided that the school is ranked higher on the Common Application Form than any school already offered.

39. When acting as a home LA, when Brent is informed by a maintaining LA of an offer which can be made to an applicant resident in Brent's area which is ranked lower on the Common Application Form than

any school already offered, it will inform the maintaining LA that the offer will not be made.

40. When acting as a home LA, when Brent has agreed to a change of preference order for good reason, it will inform any maintaining LA affected by the change. In such cases, paragraphs 37 and 38 shall apply to the revised order of preferences.

41. When acting as a maintaining LA, Brent will inform the home LA, where different, of any change to an applicant's offer status as soon as it occurs.

42. When acting as a maintaining LA, Brent will accept new applications (including additional preferences) from home LAs for maintained schools and academies in its area.

Waiting List

43. Applicants will be automatically placed on the waiting list for school(s) ranked higher on the Common Application Form than any school already offered unless they indicated they do not wish to remain on the waiting list.

44. Waiting lists will be maintained and places allocated, as they become available, in accordance with each admission authority's published admission and oversubscription criteria.

PAN- LONDON CO-ORDINATED ADMISSIONS SYSTEM

Brent Councils Scheme for Co-ordination of Admissions to Reception/Junior in 2017/18

Applications

1. Applications from residents of Brent will be made on Brent's Common Application Form, which will be available and able to be submitted on-line. This will include all the fields and information specified in Schedule 1 to this Template LA Scheme. These will be supplemented by any additional fields and information which are deemed necessary by Brent to enable the admission authorities in the LA area to apply their published oversubscription criteria.

2. Brent will take all reasonable steps to ensure that every parent/carer who is resident in Brent and has a child in a nursery class within a maintained school, either in Brent or any other maintaining LA, receives

a copy of Brent's admissions booklet and Common Application Form, including details of how to apply online. The admissions booklet will also be available to parents/carers who do not live in Brent, and will include information on how they can access their home LA's Common Application Form if unable to apply online.

3. The admission authorities within Brent will not use supplementary information forms except where the information available through the Common Application Form is insufficient for consideration of the application against the published oversubscription criteria. Where supplementary information forms are used by the admissions authorities within Brent, the LA will seek to ensure that these only collect information which is required by the published oversubscription criteria, in accordance with paragraph 2.4 of the School Admissions Code 2014.

4. Where supplementary information forms are used by admission authorities in Brent, they will be available on Brent's website. Such forms will advise parents that they must also complete their home LA's Common Application Form. Brent's admission booklet and website will indicate which schools in Brent require supplementary forms to be completed and where they can be obtained.

5. Where a school in Brent receives a supplementary information form, Brent will not consider it to be a valid application unless the parent/carer has also listed the school on their home LA's Common Application Form, in accordance with paragraph 2.3 of the School Admissions Code 2014.

6. Applicants will be able to express a preference for up to six maintained primary schools or academies within and/or outside the Home LA.

7. The order of preference given on the Common Application Form will not be revealed to a school within the area of Brent to comply with with paragraph 1.9 of the School Admissions Code 2014. However, where a parent resident in Brent expresses a preference for schools in the area of another LA, the order of preference for that LA's schools will be revealed to that LA in order that it can determine the highest ranked preference in cases where an applicant is eligible for a place at more than one school in that LA's area.

8. Brent undertakes to carry out the address verification process set out in its entry in the LIAAG Address Verification Register. This will in all cases include validation of resident applicants against Brent's maintained nursery and primary school data and the further investigation of any discrepancy. Where Brent is not satisfied as to the validity of an address of an applicant whose preference has been sent to a maintaining LA, it will advise the maintaining LA no later than **17 February 2017.**

9. Brent will confirm the status of any resident child for whom it receives a Common Application Form stating s/he is a 'Child Looked After' and will

provide evidence to the maintaining LA in respect of a preference for a school in its area by **3 February 2017**.

10. Brent will advise a maintaining LA of the reason for any preference expressed for a school in its area, in respect of a resident child born outside of the correct age cohort, and will forward any supporting documentation to the maintaining LA by **3 February 2017.**

Processing

11. Applicants resident within Brent must return the Common Application Form**,** which will be available and able to be submitted on-line, to Brent by **15 January 2017.**

12. Application data relating to all preferences for schools in the area of a participating LA, which have been expressed within the terms of Brent's scheme, will be up-loaded to the PLR by **6 February 2017.** Supplementary information provided with the Common Application Form will be sent to maintaining LAs by the same date.

13. Brent shall, in consultation with the admission authorities within Brent's area and within the framework of the Pan-London timetable in Schedule 3B, determine and state here its own timetable for the processing of preference data and the application of published oversubscription criteria.

14. Brent will accept late applications only if they are late for a good reason, deciding each case on its own merits.

15. Where such applications contain preferences for schools in other LAs, Brent will forward the details to maintaining LAs via the PLR as they are received. Brent will accept late applications which are considered to be on time within the terms of the home LA's scheme.

16. The latest date for the upload to the PLR of late applications which are considered to be on-time within the terms of the home LA's scheme is **10 February 2017.**

17. Where an applicant moves from one participating home LA to another after submitting an on-time application under the terms of the former home LA's scheme, the new home LA will accept the application as on-time up to **10 February 2017**, on the basis that an on-time application already exists within the Pan-London system.

18. Brent will participate in the application data checking exercise scheduled between **17 and 23 February 2017** in the Pan-London timetable in Schedule 3B.

19. All preferences for schools within Brent will be considered by the relevant admission authorities without reference to rank order to comply

with paragraphs 1.9 of the School Admissions Code 2014. When the admission authorities within Brent have provided a list of applicants in criteria order to Brent, Brent shall, for each applicant to its schools for whom more than one potential offer is available, use the highest ranked preference to decide which single potential offer to make. [This is the 'Equal Preference System'.]

20. Brent will carry out all reasonable checks to ensure that pupil rankings are correctly held in its LAS before uploading data to the PLR.

21. Brent will upload the highest potential offer available to an applicant for a maintained school or academy in Brent to the PLR by **16 March 2017.** The PLR will transmit the highest potential offer specified by the Maintaining LA to the Home LA.

22. The LAS of Brent will eliminate, as a Home LA, all but the highest ranked offer where an applicant has more than one potential offer across Maintaining LAs submitting information within deadline to the PLR. This will involve exchanges of preference outcomes between the LAS and the PLR (in accordance with the iterative timetable published in the Business User Guide) which will continue until notification that a steady state has been achieved, or until **24 March 2017** if this is sooner.

23. Brent will not make an additional offers between the end of the iterative process and the **18 April 2017** which may impact on an offer being made by another participating LA.

24. Notwithstanding paragraph 23, if an error is identified within the allocation of places at one of Brent's schools, Brent will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a home or maintaining LA) Brent will liaise with that LA to attempt to resolve the correct offer and any multiple offers which might occur. However, if another LA is unable to resolve a multiple offer, or if the impact is too far reaching, Brent will accept that the applicant(s) affected might receive a multiple offer.

25. Brent will participate in the offer data checking exercise scheduled between **27 March and 10 April 2017** in the Pan-London timetable in Schedule 3B.

26. Brent will send a file to the E-Admissions portal with outcomes for all resident applicants who have applied online no later than **12 April 2017**. (33 London LAs & Surrey LA only).

Offers

27. Brent will ensure, so far as is reasonably practical, that each resident applicant who cannot be offered a preference expressed on the Common Application Form, receives the offer of an alternative school place. Where this is the case Brent LA will try and offer a place at the

nearest suitable academy, community, foundation or voluntary aided school with a vacancy.

28. Brent will inform all resident applicants of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, whether they were for schools in the Home LA or in other participating LAs.

29. Brent's outcome letter will include the information set out in Schedule 2.

30. Brent will, on **18 April 2017,** send by first class post notification of the outcome to resident applicants.

31. Brent will provide nursery and primary schools with destination data of its resident applicants by the end of the Summer term 2017.

Post Offer

32. Brent will request that resident applicants accept or decline the offer of a place by **2 May 2017,** or within two weeks of the date of any subsequent offer.

33. Where an applicant resident in Brent accepts or declines a place in a school maintained by another LA by **2 May 2017,** Brent will forward the information to the maintaining LA by **9 May 2017**. Where such information is received from applicants after **2 May**, Brent will pass it to the maintaining LA as it is received.

34. Where a place becomes available in an oversubscribed maintained school or academy in Brent's area, it will be offered from a waiting list ordered in accordance with paragraph 2.14 of the School Admissions Code 2014.

35. When acting as a maintaining LA, Brent will inform the home LA, where different, of an offer for a maintained school or Academy in Brent's area which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.

36. When acting as a maintaining LA, Brent and the admission authorities within it, will not inform an applicant resident in another LA that a place can be offered.

37. When acting as a home LA, Brent will offer a place at a maintained school or Academy in the area of another LA to an applicant resident in its area, provided that the school is ranked higher on the Common Application Form than any school already offered.

38. When acting as a home LA, when Brent is informed by a maintaining LA of an offer which can be made to an applicant resident in Brent's area which is ranked lower on the Common Application Form than any school

already offered, it will inform the maintaining LA that the offer will not be made.

39. When acting as a home LA, when Brent has agreed to a change of preference order for good reason, it will inform any maintaining LA affected by the change. In such cases, paragraphs 36 and 37 shall apply to the revised order of preferences.

40. When acting as a maintaining LA, Brent will inform the home LA, where different, of any change to an applicant's offer status as soon as it occurs.

41. When acting as a maintaining LA, Brent will accept new applications (including additional preferences) from home LAs for maintained schools and academies in its area.

Waiting List

42. Applicants will be automatically placed on the waiting list for school(s) ranked higher on the Common Application Form than any school already offered unless they indicated they do not wish to remain on the waiting list.

43. Waiting lists will be maintained and places allocated, as they become available, in accordance with each admission authority's published admission and oversubscription criteria

PAN-LONDON CO-ORDINATED ADMISSIONS SCHEME
SCHEDULE 1

Minimum Content of Common Application Form for Admissions to Year 7 and Reception in 2017/18

Child's details:
Surname
Forename(s)
Middle name(s)
Date of Birth
Gender
Home address
Name of current school
Address of current school (if outside home LA)

Parent's details:
Title
Surname
Forename
Address (if different to child's address)
Telephone Number (Home, Daytime, Mobile)
Email address
Relationship to child

Preference details (x 6 recommended):
Name of school
Address of school
Preference ranking
Local authority in which the school is based

Additional information:
Reasons for Preferences (including any medical or social reasons)
Does the child have an Education, Health and Care Plan Y/N
Is the child a 'Child Looked After (CLA)'? Y/N
Is the child formerly CLA but now adopted or subject of a 'Child Arrangements Order or 'Special Guardianship Order'? Y/N
If yes, name of responsible local authority
Surname of sibling
Forename of sibling
DOB of sibling
Gender of sibling
Name of school sibling attends

Other:
Signature of parent or guardian
Date of signature

PAN-LONDON CO-ORDINATED ADMISSIONS SCHEME

SCHEDULE 2

Template Outcome Letter for Admissions to Year 7 and Reception in 2017/18

From: Home LA

Date: **1 March 2017 (sec)**
18 April 2017 (prim)

Dear Parent,

Application for a Secondary / Primary School

I am writing to let you know the outcome of your application for a secondary/primary school. Your child has been offered a place at X School. The school will write to you with further details.

I am sorry that it was not possible for your child to be offered a place at any of the schools which you listed as a higher preference on your application form. For each of these schools there were more applications than places, and other applicants has a higher priority than your child under the school's published admission criteria.

Offers which could have been made for any schools which you placed lower in your preference list, were automatically withdrawn under the co-ordinated admission arrangements, as a higher preference has been offered.

If you would like more information about the reason that your child was not offered a place at any higher preference school, you should contact the admission authority that is responsible for admissions to the school within the next few days. Details of the different admission authorities for schools in the borough of X are attached to this letter. If the school is outside the borough of X, the admission authority will either be the borough in which the school is situated, or the school itself.

You have the right of appeal under the School Standards & Framework Act 1998 against the refusal of a place at any of the schools for which you have applied. If you wish to appeal, you must contact the admission authority for the school within the next few days to obtain the procedure and the date by which an appeal must be received by them.

Please would you confirm that you wish to accept the place at X School by completing the reply slip below. If you do not wish to accept the place, you will need to let me know what alternative arrangements you are making for your child's education.

You must contact this office if you wish to apply for any other school, either in this borough or elsewhere.

[You can also request that your child's name is placed on the waiting list for a school which was a higher preference on your application form than the school you have been offered. Please use the enclosed reply slip and return it to this office]. OR

{Your child's name has been placed on the waiting list for any school which was a higher preference on your application form than the school you have been offered. If you need to find out your child's position on the waiting list please contact the admission authority or the borough in which the school is situated}.

(One of the above bracketed paragraphs should be used depending on whether the LA automatically places children on a waiting list for higher preference schools).

*Please return the reply slip to me by **15 March 2017 (sec) / 2 May 2017 (prim)**. If you have any questions about this letter, please contact me on _____.*

Yours sincerely

PAN-LONDON CO-ORDINATED ADMISSIONS SCHEME
SCHEDULE 3A

Timetable for Admissions to Year 7 in 2017/18

Fri 21 Oct 2016	Published closing date (Friday before half-term)
Mon 31 Oct 2016	Statutory deadline for receipt of applications
Fri 11 Nov 2016	Deadline for the transfer of application information by the Home LA to the PLR (ADT file).
Mon 12 Dec 2016	Deadline for the upload of late applications to the PLR.
Tues 13 Dec 2016 – Tues 3 Jan 2016	Checking of application data
Fri 3 Feb 2017	Deadline for the transfer of potential offer information from Maintaining LAs to the PLR (ALT file)
Thu 16 Feb 2017	Final ALT file to PLR
Fri 17 – Thu 23 Feb 2017	Checking of offer data
Fri 24 Feb 2017	Deadline for on-line ALT file to portal
Wed 1 Mar 2017	Offer letters posted.
Wed 15 Mar 2017	Deadline for return of acceptances
Wed 22 Mar 2017	Deadline for transfer of acceptances to maintaining LAs

PAN-LONDON CO-ORDINATED ADMISSIONS SCHEME
SCHEDULE 3B

Timetable for Admissions to Reception/Junior in 2017/18

Sun 15 Jan 2017	Statutory deadline for receipt of applications
Mon 6 Feb 2017	Deadline for the transfer of application information by the Home LA to the PLR (ADT file)
Fri 10 Feb 2017	Deadline for the upload of late applications to the PLR.
Mon 17 – Tues 23 Feb 2017	Checking of application data
Thu 16 Mar 2017	Deadline for the transfer of potential offer information from the Maintaining LAs to the PLR (ALT file).
Fri 24 Mar 2017	Final ALT file to PLR
Mon 27 Mar- Mon 10 Apr 2017	Checking of offer data
Weds 12 Apr 2017	Deadline for on-line ALT file to portal
Tues 18 April 2017	Offer letters posted.
Tue 2 May 2017	Deadline for receipt of acceptances
Tue 9 May 2017	Deadline for transfer of acceptances to maintaining LAs

Scheme for Co-ordination for In-Year Admissions
2017/18

Contents

	Definitions
Section 1	Applications
Section 2	Processing
Section 3	Offers
Section 4	Post-Offer
Section 5	Waiting Lists

Definitions

"the Home LA"	the LA in which the child is resident
"the Maintaining LA"	the LA which maintains a school to which an applicant has applied

Section 1: Applications

1. Applications for Brent Council's community schools will be made on a Brent In Year Application Form. This will include all the fields and information specified in Schedule 1 of this scheme. These will be supplemented by any additional fields and information which are deemed necessary by Brent to enable the admission authorities in the LA area to apply their published oversubscription criteria.

   Brent Council will process applications for Brent community schools and will offer to coordinate applications for Voluntary Aided, Foundation and Academy school.

2. The admission authorities within Brent Council will not use supplementary forms except where the information available through the In Year Application Form is insufficient for consideration of the application against the published oversubscription criteria. Where supplementary forms are used by the admissions authorities within Brent Council, the LA will seek to ensure that these only collect information which is required by the published oversubscription criteria.

3. Where supplementary forms are used, they will be available from the school concerned and available on Brent Council's website. Any supplementary forms must advise parents that they must also complete Brent's In Year Application Form. Brent Council's admission booklet and website will indicate which of Brent Council's schools require supplementary forms to be completed and where they can be obtained.

4. Where an admission authority in Brent Council receives a supplementary form, it will not consider it to be a valid application until the parent has also listed the school on the In Year Application Form.

5. Applicants will be able to express a preference for up to six maintained primary schools within Brent Council**.**

6. Brent Council will carry out address verification for each application.

7. Brent Council will check the status of any child where the application is based on the child being a looked after child or previously looked after child.

Section 2: Processing

8. Applicants for Brent Council's maintained schools must complete and return the In Year Application Form to Brent Council or if applying for a place at a VA (faith), Foundation or Academy school to the school directly unless the school has agreed for the coordination of the In Year Application by Brent Council.

9. Where an application is not fully completed, Brent Council and or the school will not treat the application as valid until all information is received.

10. If Brent Council receives a common application form with an application for a VA school they will send details of the application to its VA schools via the secure website.

11. Brent VA/Foundation and Academy schools will aim to inform the LA of the outcome of any application within **20 school days** from receipt of the application.

Section 3: Offers

12. Where a child is eligible for a place at only one of the nominated schools that school will be allocated to the child.

13. Where a child is eligible for a place at two or more of the nominated schools, they will be allocated a place at whichever of these is the highest ranked preference.

14. Where a Brent resident child is not eligible for a place at any of the nominated schools, the child will be allocated a place at the nearest Brent community school with a vacancy.

Section 4: Post-offer

15. Brent Council and VA, Foundation and Academy schools will request that parents accept or decline the offer of a place within two weeks.

16. Brent Council and Brent VA, Foundation and Academy schools will make every reasonable effort to contact the parent to find out whether or not they wish to accept the place. Only where the parent fails to respond and Brent Council and Brent VA, Foundation and Academy schools can demonstrate that every reasonable effort has been made to contact the parent, will the offer of a place be withdrawn on behalf of the admission authority.

17. Where a parent accepts or declines a place in a school Brent and the pupil is not a Brent resident, Brent Council will forward the information to the home LA.

Section 5: Waiting lists

18. Applicants will be not be automatically placed on the waiting list for school(s) ranked higher on the In Year Application Form than any school already offered. Applicants will have to complete and return the waiting list form to be placed on the waiting list at any schools once an offer has been made for a preference school.

19. Waiting lists will be maintained and places allocated, as they become available, in accordance with each admission authority's published admission and oversubscription criteria.

20. The waiting list will be closed each year and will not roll over

School waiting lists do not operate on a 'first-come, first-served' basis. Your place on the waiting list, and whether you will be offered a place if another child drops out, is determined by the admission's criteria. The child that meets the criteria the closest will be offered a place. The length of time you have spent on the waiting list will not give you priority over other applicants - it is possible for your child to go down the list as well as up.
Being on a waiting list does not guarantee a place at that school.

In-year admissions (primary and secondary schools)

Applications for places in any year groups other than the admissions rounds of the normal year of entry to primary and secondary schools (Reception and Year 7) will be treated as in-year admissions.

Applications to Reception and Year 7 made after 1 September 2017 will also be administered as in-year admissions.

Governing bodies of VA, Foundation and Academy Schools will have responsibility for administering applications for in-year admissions for the academic year commencing 1 September 2016. The Council is the admissions authority for community schools and will retain responsibility for the management of In Year admissions to community schools.

Parents / carers seeking a place outside of the normal admissions round for Brent secondary or primary Voluntary Aided, Foundation or Academy schools must apply directly to each school in which they seek a place unless Brent is coordinating applications for In year. List of the schools that Brent will be coordinating will be available on the website www.brent.gov.uk/admissions

Parents/carers seeking a place in a Brent Community School must apply to the Council.

Applications for entry to schools in Reception and Year 7 will be administered by the local authority until 1st September 2017, after which they will be administered as in-year applications.

The LA will transfer the waiting list for Reception and Year 7 to VA, Foundation and Academy schools by 1st September 2017.

VA, Foundation and Academy Schools will maintain their own waiting lists. Governors will apply their determined arrangements and rank applicants to determine to whom an offer will be made when a vacancy becomes available.

The Council will maintain the waiting lists for its community schools.

Schools which are their own admissions authority should inform applicants of the outcome of their application within 20 working days of receipt of the application. Schools must offer places in writing and must inform applicants of their right to appeal against the refusal of a place.

Schools will send offer letters and make timely arrangements for the admission of the child, which should be within two weeks of the place being accepted.

On receipt of an in-year application, schools must notify the local authority in which the child resides of both an application and its outcome. This should be within 20 days of receiving the application.

In line with requirements of own admission authority schools, and in order for Brent LA to fulfil its statutory duty to provide information and guidance to applicants seeking a school place, schools must provide regular returns informing the authority of the number of vacancies in each year group on a weekly basis. This will enable the Authority to maintain accurate data on the availability of places in the area. School are required to make a 'nil' return where appropriate.

To ensure safeguarding arrangements are in place to identify children missing education (CME) schools are also required to include in their admissions returns a list of those pupils being taken off-roll, together with their confirmed destination.

VA, Foundation, and Academy Schools will use a common in-year application form drawn up by the Authority: this will not require that applicants name more than one school or indicate the order of preference, but will facilitate applicants in being able to make applications to more than one school more readily.

Schools using supplementary information forms will need to provide the Authority with copies.

Community Primary Schools 2017/2018 Academic Year	**PAN**
Anson Primary School	52
Barham Primary School	120
Braintcroft Primary School	90
Brentfield Primary School	90
Byron Court Primary School	150
Carlton Vale Infants	60
Chalkhill Primary School	60
Donnington Primary School	30
Elsley Primary School	120
Fryent Primary School	120
Harlesden Primary School	90
Kingsbury Green Primary School	90
Leopold Primary School	120
Lyon Park Infants	120
Lyon Park Juniors	120
Malorees Infants	60
Mitchell Brook Primary School	90
Mora Primary School	60
Mount Stewart Infants	90
Mount Stewart Juniors	90
Newfield Primary School	60
Northview Primary School	30
Oliver Goldsmith Primary School	60
Park Lane Primary School	60
Preston Park Primary School	120
Roe Green Infants	120
Roe Green Juniors	120
Salusbury Primary School	90
Stonebridge Primary School	90
Uxendon Manor Primary School	120
Wembley Primary School	120
Wykeham Primary School	60

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Report Settings Summary

Table 1

Event	**Consultation on proposed changes to the oversubscription criteria for Brent community schools 2017/2018**
Total Responses	**24**
Total Respondents	**1**
Questions	*Custom selection (see Table Of Contents)*
Filter	*(none)*
Pivot	*(none)*
Document Name	test
Created on	2015-12-31 10:19:35
Created by	William Harrison

test

Question 1

Question responses: **24 (100.00%)**

Do you agree or disagree with the proposal to give admissions priority to children of staff?

Question responses: **24 (100.00%)**

Table 2

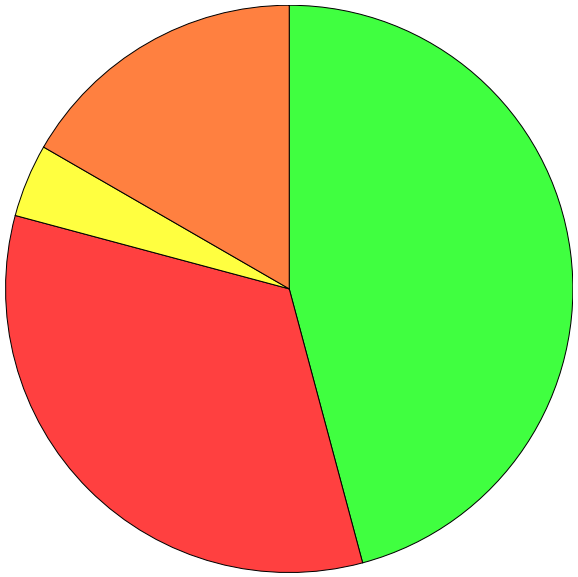


Table 3

	% Total	% Answer	Count
Strongly agree	45.83%	45.83%	11
Agree	33.33%	33.33%	8
Neither agree nor disagree	4.17%	4.17%	1
Disagree	0.00%	0.00%	0
Strongly disagree	16.67%	16.67%	4
Don't know	0.00%	0.00%	0
Total	100.00%	100.00%	24

Question 2

Question responses: **23 (95.83%)**

Do you agree or disagree with this criterion being introduced as rule six?

Question responses: **23 (95.83%)**

Table 4

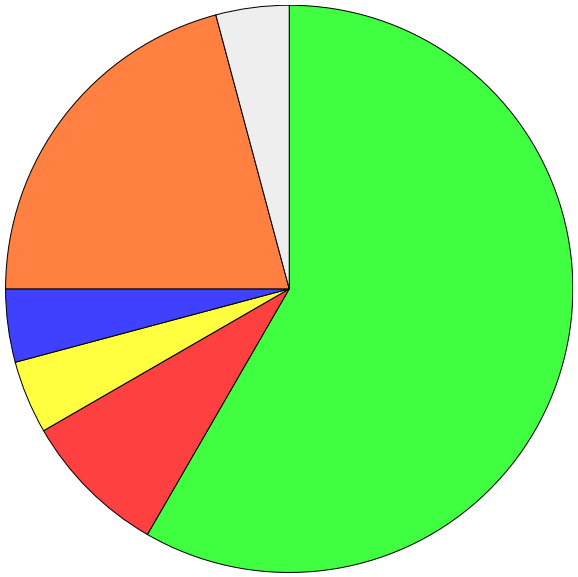


Table 5

	% Total	% Answer	Count
Agree	58.33%	60.87%	14
Somewhat agree	8.33%	8.70%	2
Neither agree nor disagree	4.17%	4.35%	1
Somewhat disagree	4.17%	4.35%	1
Disagree	20.83%	21.74%	5
Don’t know	0.00%	0.00%	0
[No Response]	4.17%	--	1
Total	100.00%	100.00%	24

Question 3

Question responses: **9 (37.50%)**

Please provide any additional comment on this proposal below:

Table 6

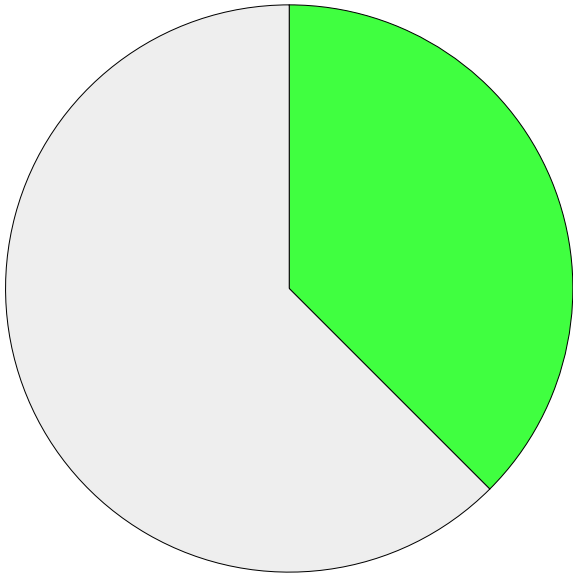


Table 7

	% Total	% Answer	Count
[Responses]	37.50%	100.00%	9
[No Response]	62.50%	--	15
Total	100.00%	100.00%	24

Table 8

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
9				The LA should approve this in principal, with the final decision being at the discretion of the schools GB - particularly if by offering a place earlier	13/12/15 09:10	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				will encourage suitable candidates to take up posts				
10				Children of staff , who may be travelling quite far, should not be allowed to queue jump local children .	13/12/15 16:49	0.1	Submitted	web
13				I think children of staff should have much higher priority than this - it is one of the reasons a lot of my staff work at Salusbury and needs to be encouraged given the problems with recruitment and retention and lack of available, affordable accommodation near the school.	14/12/15 13:23	0.1	Submitted	web
14				There is a massive shortage of Teachers in London. In inner city schools with high numbers of deprived pupils such as Chalkhill and Stonebridge, recruitment is exceptionally challenging. This benefit would provide an incentive for staff, encourage them to invest in the school and validate the quality .	14/12/15 13:36	0.1	Submitted	web
17				Whilst it is a good idea to re-introduce this criteria it may take places for children in catchment. This may result in children living in the area being sent to school a long way from their residence.	15/12/15 08:36	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
18				Children of staff – we agree that this should be included. We predict that there will be little impact of adding this, but it could support schools that are having difficulty with the recruitment and retention of staff.	15/12/15 09:12	0.1	Submitted	web
19				Classrooms are equipped to take 30 children. If we as as teachers increase class sizes where will we draw the line on class sizes? An extra child means an extra report to write, extra parent evening times, assessment time, marking and this equates to many extra hours a teacher has to dedicate for one extra child. The nature of the job has changed with so many demands bestowed upon teachers that accepting extra children is another demand put on teachers and not on those trying to implement these policies	16/12/15 10:20	0.1	Submitted	web
20				The two year time period seems a bit excessive although I do feel that an immediate priority could also cause problems. A year might be a suitable time limit.	18/12/15 12:31	0.1	Submitted	web
22				Places at schools should be allocated so that all children can attend their local school. Their is an illusion of choice for parents, but the whole	18/12/15 14:56	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				process should be simplified so that no children miss out on attending their nearest school. This will make life easier for parents and easier for schools, who will be subject to fewer appeals. Children with SEND should also fall in line with the same criteria unless there is a need for a specialist setting. There are a few schools that have high proportions of SEND where others have very little and this is putting a strain on staff and pupils. Staff should't be given preferential treatment above children who live in the area.				

Question 4

Question responses: **24 (100.00%)**

Do you agree or disagree with the proposal to give admissions priority to children who are eligible for the pupil premium?

Question responses: **24 (100.00%)**

Table 9

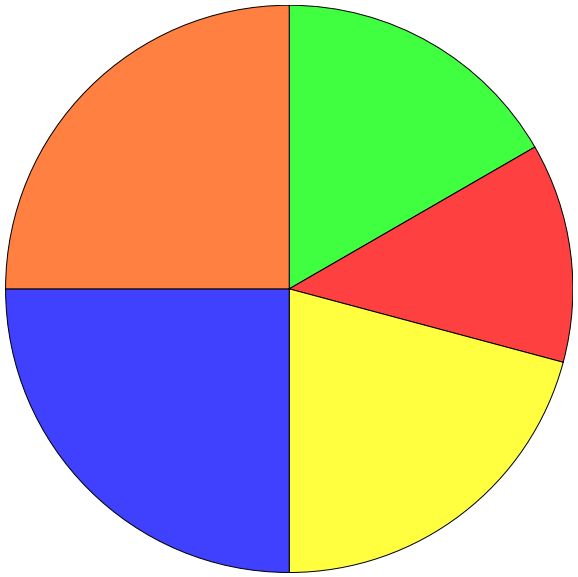


Table 10

	% Total	% Answer	Count
Strongly agree	16.67%	16.67%	4
Agree	12.50%	12.50%	3
Neither agree nor disagree	20.83%	20.83%	5
Disagree	25.00%	25.00%	6
Strongly disagree	25.00%	25.00%	6
Don't know	0.00%	0.00%	0
Total	100.00%	100.00%	24

Question 5

Question responses: **23 (95.83%)**

Do you agree or disagree with this criterion being introduced as rule five?

Question responses: **23 (95.83%)**

Table 11

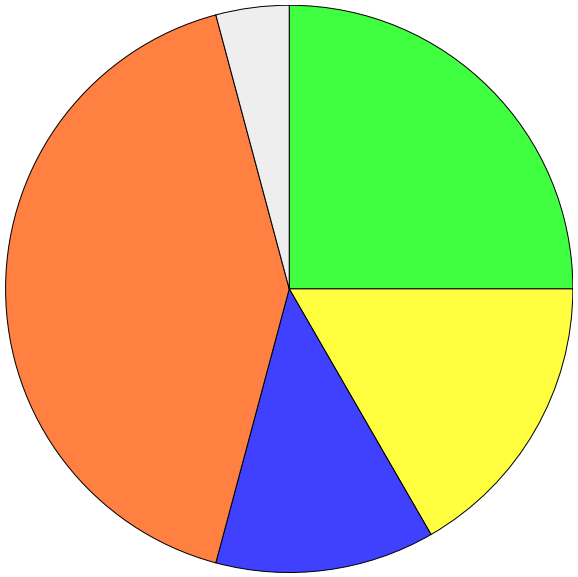


Table 12

	% Total	% Answer	Count
Agree	25.00%	26.09%	6
Somewhat agree	0.00%	0.00%	0
Neither agree nor disagree	16.67%	17.39%	4
Somewhat disagree	12.50%	13.04%	3
Disagree	41.67%	43.48%	10
Don't know	0.00%	0.00%	0
[No Response]	4.17%	--	1
Total	100.00%	100.00%	24

Question 6

Question responses: **9 (37.50%)**

Please provide any additional comment on this proposal below:

Table 13

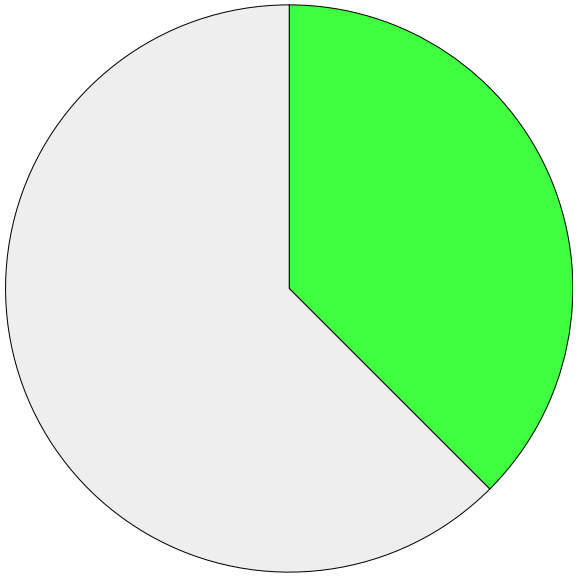


Table 14

	% Total	% Answer	Count
[Responses]	37.50%	100.00%	9
[No Response]	62.50%	--	15
Total	100.00%	100.00%	24

Table 15

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
10				In brent the current demographic means that most local schools already have a reasonable ratio of PP children. There are also many disadvantaged	13/12/15 16:49	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				families who Are not on PP (often immigrants who either don't ask for or qualify for benefits) but who need access to good local schools. Selection using income is divisive and PP already access many advantages at school under the current system.				
13				I have no objection to giving PP children priority but we have found it very difficult to find out who they are under the new criteria: a lot of parents at Salusbury do not want to tell us whether they are entitled to Pupil Premium or not. It think a great deal of time would be wasted trying to find out who was and who was not eligible and meanwhile other children could be waiting for a school place for a long time. The system is not working well at the moment and as Brent Admissions is understaffed children often wait weeks to hear about a place when we have free spaces available. I just can't see it working.	14/12/15 13:23	0.1	Submitted	web
16				It is becoming more and more difficult to live within catchment areas of good schools. It would help to ensure diversity within schools continues and children have an equal opportunity to receive a place.	15/12/15 06:54	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
17				This criteria worries me, as it seems to prejudice against parents who are earning above the threshold for benefits.	15/12/15 08:36	0.1	Submitted	web
18				Pupil Premium – We would question if this is necessary. Disadvantaged pupils, particularly in London, are achieving as well as their peers, the gap is indeed closing. We are also concerned that siblings, outside of the catchment will be pushed further down the list, as this will have a negative impact on attendance and punctuality as the practicalities of having primary aged siblings in different schools can be very difficult for parents.	15/12/15 09:12	0.1	Submitted	web
19				Classrooms are equipped to take 30 children. If we as as teachers increase class sizes where will we draw the line on class sizes? An extra child means an extra report to write, extra parent evening times, assessment time, marking and this equates to many extra hours a teacher has to dedicate for one extra child. The nature of the job has changed with so many demands bestowed upon teachers that accepting extra children is another demand put on teachers and not on those trying to implement these policies the government should build	16/12/15 10:20	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				extra schools not put extra pressure on teachers to deal with a shortage of school places				
20				There are many children living with hard pressed families who live in the catchment that do not qualify for the Pupil Premium. These children do not necessarily receive the same level of support and it would be unfair to put this group at a disadvantage.	18/12/15 12:31	0.1	Submitted	web
22				This serves no purpose as far as I can see, except that schools will benefit from more money for Pupil Premium children. Except of course there is no new money, it's just a budget share. If all children attend their nearest local school, the institutions will be better equipped to look after the children in their area. Resources can be deployed accordingly from inside and outside the school. Any attempt to create a disparity by spreading the children in need around does nobody any favours.	18/12/15 14:56	0.1	Submitted	web
24				Where children eligible for pupil premium are prioritised over children in the local catchment area, to what extent location-wise would this be applicable? For example, would a child eligible for pupil premium living more	22/12/15 11:12	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				that 5 miles from the school be given priority over a non-pupil premium child living within 1 mile of the school?				

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CONSULTATION ON OVERSUBSCRIPTION CRITERIA FOR BRENT COMMUNITY PRIMARY SCHOOLS FOR 2017/2018 ENTRY

November 2015

Introduction

1. In accordance with the School Admission (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012 the admission authorities for schools located in the London borough of Brent are required to consult where changes are proposed to admission arrangements. A consultation period must run for a minimum of 6 weeks and take place between 1 October and 31 January of the year before those arrangements are to apply.

2. This consultation starts on Monday 23 November 2015 and will end on Monday 4 January 2016 and applies to admission to the academic year from September 2017 until July 2018.

3. Brent Council is the admission authority for 32 community primary schools in the borough. These are indicated below with their Published Admission Number (PAN) for 2017 Admission

Community Primary Schools 2017/2018 Academic Year	**PAN**
Anson Primary School	52
Barham Primary School	120
Braintcroft Primary School	90
Brentfield Primary School	90
Byron Court Primary School	150
Carlton Vale Infants	60
Chalkhill Primary School	60
Donnington Primary School	30
Elsley Primary School	90
Fryent Primary School	120
Harlesden Primary School	90
Kingsbury Green Primary School	90
Leopold Primary School	120
Lyon Park Infants	120
Lyon Park Juniors	120
Malorees Inf	60
Mitchell Brook Primary School	90
Mora Primary School	60
Mount Stewart Infants	90

Mount Stewart Juniors	90
Newfield Primary School	60
Northview Primary School	30
Oliver Goldsmith Primary School	60
Park Lane Primary School	60
Preston Park Primary School	120
Roe Green Infants	150
Roe Green Juniors	150
Salusbury Primary School	90
Stonebridge Primary School	90
Uxendon Manor Primary School	120
Wembley Primary School	120
Wykeham Primary School	60

Feedback

4. The council invite feedback in writing on the two proposals outlined below. Feedback should be submitted online at www.brent.gov.uk/admissionsconsultation. Alternatively, the paper response form provided with this document may be submitted to Admissions Consultation, PO Box 1057, Wembley, HA9 1HJ

5. No other changes to admission arrangements are proposed.

Proposal 1 – Priority for Children of Staff

Background

6. Prior to 2012 Admissions Code it was prohibited to give priority to children of staff or Governors. From 2012 this was changed to allow a staff criterion in the oversubscription criteria as follows:

   Extract from Admission Code (issued December 2014)
   Children of staff at the school
   1.39 Admission authorities may give priority in their oversubscription criteria to children of staff in either or both of the following circumstances:
   a) where the member of staff has been employed at the school for two or more years at the time at which the application for admission to the school is made, and/or
   b) the member of staff is recruited to fill a vacant post for which there is a demonstrable skill shortage.

7. With the current teacher shortage a number of community schools have enquired about the introduction of children of staff criterion to assist in attracting and retaining staff. The local authority is consulting on the addition of an oversubscription criterion to address this.

8. Sixteen voluntary aided and foundation schools or academies in Brent have adopted this criterion.

Oversubscription Criterion

9. It is proposed that a new criterion be added to the oversubscription criteria as follows

   1) A 'looked after child' or a child who was previously looked after but immediately after being looked after became subject to an adoption, child arrangements, or special guardianship order.
   2) Children attending an infant school on the same site as a junior school.
   3) Special circumstances to do with significant medical needs and/or social needs.
   4) Brothers or sisters of a child who attends the school, or an infant or junior school on the same or adjoining site, living in the catchment area of the school and who will continue to do so on the date of admission.
   5) Reception applicants who are eligible for the early years pupil premium, the pupil premium or the service premium (if approved)
   6) Children whose parent is a member of staff who has been employed at the school for two or more years at the time of application or has been recruited to fill a vacancy for which there is a demonstrable skill shortage.
   7) Children living within the school's catchment area.
   8) Brothers or sisters of a child who attends the school, or an infant or junior school on the same or adjoining site, and who will continue to do so on the date of admission.
   9) All other applicants.

Proposal 2 – Priority for children who attract pupil premium funding

Background

10. The government is keen that admission authorities seek to tackle the particular educational disadvantages faced by children eligible for the Pupil Premium. In particular ministers want to see high performing schools admit a proportion of disadvantaged children that reflects the demographics of their local area. The Admissions Code was changed in 2012 to allow admission authorities the option to include oversubscription criteria that prioritise children eligible for the Pupil Premium.

11. Children from low-income families who are eligible for free school meals (or have been at any time in the past 6 years) qualify for the pupil premium. To qualify for free school meals families must be in receipt of one of the following benefits:

    i. Income Support
    ii. Income-based Jobseekers Allowance
    iii. Income-related Employment and Support Allowance
    iv. Support under Part VI of the Immigration and Asylum Act 1999
    v. The guaranteed element of State Pension Credit
    vi. Child Tax Credit (provided you're not also entitled to Working Tax Credit and have an annual gross income of no more than £16,190)
    vii. Working Tax Credit run-on-paid for four weeks after you stop qualifying for Working Tax Credit
    viii. Universal Credit

12. 28% of children in Brent schools qualify for the pupil premium. For Brent community Primary schools the figures are outlined below by Ofsted rating.

Ofsted Rating (No. of schools)	**% of pupils who qualify for Pupil premium**
Outstanding (4)	20%
Good (25)	28%
Requires Improvement (3)	25%
All community Primary schools (32)	27%

13. The percentage of pupils who qualify for pupil premium in Brent community schools are summarised below by Ofsted rating. The percentage of eligible pupils in all schools located in the Ward provides a point of comparison highlighting where the school differs from the local area.

Ofsted Rating (17/11/15)	Ward - School	% in school	% in ward	Difference
Outstanding	Queensbury - Roe Green Infant School	7%	26%	-19
	Northwick Park - Byron Court Primary School	16%	22%	-6
	Kenton - Mount Stewart Junior School	17%	20%	-3
	Welsh Harp - Wykeham Primary School	39%	35%	4
Good	Alperton - Lyon Park Infant School	8%	22%	-15
	Kenton - Mount Stewart Infant School	7%	20%	-13
	Kilburn - Carlton Vale Infant School	32%	43%	-11
	Preston - Preston Park Primary School	21%	31%	-10
	Wembley Central - Barham Primary School	12%	22%	-10
	Mapesbury - Anson Primary School	26%	31%	-5
	Alperton - Lyon Park Junior School	17%	22%	-5
	Stonebridge - Brentfield Primary School	42%	47%	-4
	Fryent - Oliver Goldsmith Primary School	14%	18%	-4
	Queensbury - Roe Green Junior School	24%	26%	-1
	Harlesden - Leopold Primary School	34%	35%	-1
	Preston - Wembley Primary School	30%	31%	0
	Kenton - Uxendon Manor Primary School	20%	20%	0
	Wembley Central - Park Lane Primary School	24%	22%	2
	Wembley Central - Elsley Primary School	24%	22%	2
	Fryent - Fryent Primary School	21%	18%	2
	Dollis Hill - Braintcroft Primary School	35%	33%	3
	Stonebridge - The Stonebridge School	51%	47%	4
	Willesden Green - Donnington Primary School	39%	35%	4
	Dudden Hill - Northview Junior & Infant School	35%	30%	4
	Stonebridge - Mitchell Brook Primary School	51%	47%	5
	Mapesbury - Mora Primary School	36%	31%	5
	Harlesden - Harlesden Primary School	41%	35%	6
	Fryent - Kingsbury Green Primary School	24%	18%	6
	Barnhill - Chalkhill Primary School	39%	20%	19
Requires Improvement	Brondesbury Park - Malorees Infant School	11%	25%	-14
	Queens Park - Salusbury Primary School	23%	29%	-6
	Harlesden - Newfield Primary School	36%	35%	2

Oversubscription Criteria

14. It is proposed that this criterion be added to the oversubscription criteria as follows

    1) A 'looked after child' or a child who was previously looked after but immediately after being looked after became subject to an adoption, child arrangements, or special guardianship order.
    2) Children attending an infant school on the same site as a junior school.
    3) Special circumstances to do with significant medical needs and/or social needs.
    4) Brothers or sisters of a child who attends the school, or an infant or junior school on the same or adjoining site, living in the catchment area of the school and who will continue to do so on the date of admission.
    5) Reception applicants eligible for the early years pupil premium, the pupil premium or the service premium.
    6) Children whose parent is a member of staff who has been employed at the school for two or more years at the time of application or has been recruited to fill a vacancy for which there is a demonstrable skill shortage. (if approved)
    7) Children living within the school's catchment area.
    8) Brothers or sisters of a child who attends the school, or an infant or junior school on the same or adjoining site, and who will continue to do so on the date of admission.
    9) All other applicants.

Determining Eligibility

15. The cohort of children eligible under this criterion will already be known to the authority at the time of application and internal systems will be used to confirm eligibility. Applicants will be contacted directly where internal systems are not able to confirm eligibility.

CONSULTATION ON OVERSUBSCRIPTION CRITERIA FOR BRENT COMMUNITY PRIMARY SCHOOLS FOR 2017/2018 ENTRY

Consultation Response Form

Proposal 1 – Give admissions priority for Children of Staff

Do you agree or disagree with the proposal to give admissions priority to children of staff? (tick as appropriate)

- ❑ Agree
- ❑ Somewhat agree
- ❑ Neither agree nor disagree
- ❑ Somewhat disagree
- ❑ Disagree
- ❑ Don't Know

Do you agree with this criterion being introduced as criterion six? (tick as appropriate)

- ❑ Agree
- ❑ Somewhat agree
- ❑ Neither agree nor disagree
- ❑ Somewhat disagree
- ❑ Disagree
- ❑ Don't Know

Please use the space below for any comments you wish to make about Proposal 1. You may submit additional pages if you wish.

Proposal 2 – Give admissions priority for children who are eligible for the pupil premium

Do you agree or disagree with the proposal to give admissions priority to children who are eligible for the pupil premium? (tick as appropriate)

- ❑ Agree
- ❑ Somewhat agree
- ❑ Neither agree nor disagree
- ❑ Somewhat disagree
- ❑ Disagree
- ❑ Don't Know

Do you agree with this criterion being introduced as criterion five? (tick as appropriate)

- ❑ Agree
- ❑ Somewhat agree
- ❑ Neither agree nor disagree
- ❑ Somewhat disagree
- ❑ Disagree
- ❑ Don't Know

Please use the space below for any comments about Proposal 2. You may submit additional pages if you wish.

About you

I am responding:

- ❑ as an individual
- ❑ on behalf of an organisation

Tick the option that best describes you

- ❑ a parent/carer?
- ❑ a teacher?
- ❑ an early years professional?
- ❑ a Brent community school?
- ❑ another Brent school?
- ❑ a school outside Brent?
- ❑ a local authority?
- ❑ Other? _____

Please indicate your sex:

- ❑ male
- ❑ female
- ❑ prefer not to say

What is your age?

- ❑ 16-24
- ❑ 25-34
- ❑ 35-44
- ❑ 45-54
- ❑ 55-64
- ❑ 65-74
- ❑ 75+

Please state your ethnicity:

_____

Do you consider yourself to have a disability?

- ❑ Yes
- ❑ No
- ❑ Prefer not to say

What is your sexual orientation?

- ❑ Bisexual
- ❑ Gay man
- ❑ Gay woman/Lesbian
- ❑ Heterosexual
- ❑ Prefer not to say

What is your religion/belief?

- ❑ Agnostic
- ❑ Buddhist
- ❑ Christian
- ❑ Hindu
- ❑ Humanist
- ❑ Jewish
- ❑ Muslim
- ❑ Sikh
- ❑ No religious belief
- ❑ Prefer not to say

Your response should be submitted by **Monday 4 January 2016** to Admissions Consultation, PO Box 1057, Wembley, HA9 1HJ

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Consultation on Oversubscription Criteria for Brent Community Primary Schools for 2017/2018 Entry

Appendix 1

Brent Community Primary Schools by Ward, Pupil Premium cohort, Current Ofsted Rating, Key Stage 2 attainment

Ward	School	Total Pupils (Jan15)	PP Pupils	PP %	Ofsted Rating (17/11/15)	% of pupils achieving level 4 and above at Key Stage 2 in reading, writing and maths combined (2014)
Stonebridge	2066 Mitchell Brook Primary School	552	284	51%	Good	84
	2057 The Stonebridge School	613	310	51%	Good	75
	2003 Brentfield Primary School	587	249	42%	Good	83
	Stonebridge Total	**1752**	**843**	**48%**		
Welsh Harp	2053 Wykeham Primary School	593	233	39%	Outstanding	100
	Welsh Harp Total	**593**	**233**	**39%**		
Willesden Green	2056 Donnington Primary School	235	91	39%	Good	83
	Willesden Green Total	**235**	**91**	**39%**		
Barnhill	2068 Chalkhill Primary School	540	208	39%	Good	93
	Barnhill Total	**540**	**208**	**39%**		
Harlesden	2017 Harlesden Primary School	265	108	41%	Good	83
	2064 Newfield Primary School	432	157	36%	Requires Improvement	69
	2028 Leopold Primary School	696	238	34%	Good	91
	Harlesden Total	**1393**	**503**	**36%**		
Dollis Hill	2075 Braintcroft Primary School	769	271	35%	Good	63
	Dollis Hill Total	**769**	**271**	**35%**		
Dudden Hill	2034 Northview Junior & Infant School	244	85	35%	Good	96
	Dudden Hill Total	**244**	**85**	**35%**		
Kilburn	2007 Carlton Vale Infant School	206	66	32%	Good	n/a
	Kilburn Total	**206**	**66**	**32%**		
Mapesbury	2073 Mora Primary School	452	164	36%	Good	73
	2000 Anson Primary School	412	108	26%	Good	67
	Mapesbury Total	**864**	**272**	**31%**		
Preston	3605 Wembley Primary School	900	272	30%	Good	86
	2039 Preston Park Primary School	837	175	21%	Good	78
	Preston Total	**1737**	**447**	**26%**		
Queens Park	2070 Salusbury Primary School	671	151	23%	Requires Improvement	82
	Queens Park Total	**671**	**151**	**23%**		
Fryent	2024 Kingsbury Green Primary School	680	165	24%	Good	71
	2074 Fryent Primary School	624	128	21%	Good	70
	2071 Oliver Goldsmith Primary School	469	65	14%	Good	85
	Fryent Total	**1773**	**358**	**20%**		
Wembley Central	2055 Elsley Primary School	454	108	24%	Good	72
	2038 Park Lane Primary School	476	113	24%	Good	78
	2049 Barham Primary School	841	105	12%	Good	77
	Wembley Central Total	**1771**	**326**	**18%**		
Northwick Park	2006 Byron Court Primary School	676	111	16%	Outstanding	79
	Northwick Park Total	**676**	**111**	**16%**		
Kenton	2020 Uxendon Manor Primary School	508	103	20%	Good	92
	2018 Mount Stewart Junior School	362	61	17%	Outstanding	87
	2019 Mount Stewart Infant School	321	23	7%	Good	n/a
	Kenton Total	**1191**	**187**	**16%**		
Queensbury	2041 Roe Green Junior School	480	117	24%	Good	81
	2042 Roe Green Infant School	575	40	7%	Outstanding	n/a
	Queensbury Total	**1055**	**157**	**15%**		
Alperton	2030 Lyon Park Junior School	479	81	17%	Good	73
	2031 Lyon Park Infant School	440	33	8%	Good	n/a
	Alperton Total	**919**	**114**	**12%**		
Brondesbury Park	2033 Malorees Infant School	217	23	11%	Requires Improvement	n/a
	Brondesbury Park Total	**217**	**23**	**11%**		
Brent Community Schools		**16606**	**4446**	**27%**		**80**
All Brent Schools		**47668**	**13260**	**28%**		**80**

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Consultation on Oversubscription Criteria for Brent Community Primary Schools for 2017/2018 Entry

Appendix 2

School Ward	Pupils	Pupil Premium	
Stonebridge	2017	944	47%
Kilburn	1014	441	43%
Welsh Harp	970	340	35%
Willesden Green	2550	890	35%
Harlesden	2213	769	35%
Kensal Green	2712	929	34%
Dollis Hill	2740	894	33%
Mapesbury	864	272	31%
Tokyngton	873	267	31%
Preston	3630	1109	31%
Dudden Hill	925	281	30%
Queens Park	2315	663	29%
Queensbury	3352	861	26%
Brondesbury Park	2009	498	25%
Northwick Park	2005	449	22%
Wembley Central	3259	720	22%
Alperton	2310	509	22%
Sudbury	930	190	20%
Kenton	3799	759	20%
Barnhill	4630	912	20%
Fryent	2223	403	18%
Brent Total	**47668**	**13260**	**28%**

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Equality Analysis – Proposed Admission Arrangements for Brent community school for 2017/2018

Introduction

The equalities impact assessment for the proposed children of staff criterion is compiled below. The proposed criterion:

> to prioritise children whose parent is a member of staff who has been employed at the school for two or more years at the time of application or has been recruited to fill a vacancy for which there is a demonstrable skill shortage.

It was estimated that the equalities impact of the proposed pupil premium criterion would be significant. For reasons other than its equalities impact, this criterion is not being recommended for implementation (see 2.4 of the Cabinet report) and therefore an analysis has not been undertaken.

Stage 1 : Screening Data

1. What are the objectives and expected outcomes of your proposal? Why is it needed? Make sure you highlight any proposed changes.

It is expected that introducing children of staff oversubscription criteria will help schools to attract and retain valued staff.

2. Who is affected by the proposal? Consider residents, staff and external stakeholders.

All applicants to community primary schools may be affected by the proposed change to prioritise children of staff. Some applicants will be directly advantaged and will have increased priority for places at the community primary school where the parent is a member of staff. Other applicants may not be successful as a result of others being prioritised. Due to the complexity of the admissions allocation process it is not possible to identify precisely who will be disadvantaged by the introduction of this criterion.

3.1 Could the proposal impact on people in different ways because of their equality characteristics? Yes

3.2 Could the proposal have a disproportionate impact on some equality groups? If you answered 'Yes' please indicate which equality characteristic(s) are impacted

The children of staff criterion may have a disproportionate impact on the basis of gender (see 5.8) and ethnicity (see 5.9) .

3.3 Would the proposal change or remove services used by vulnerable groups of people? No

3.4 Does the proposal relate to an area with known inequalities? No

3.5 Is the proposal likely to be sensitive or important for some people because of their equality characteristics?

It is likely that school staff will support the introduction of this criterion. It is difficult to predict whether any group of people sharing a specific equality characteristic will be sensitive about the introduction of this criterion.

3.6 Does the proposal relate to one of Brent's equality objectives? No

Recommend this EA for Full Analysis? Yes

4. Use the comments box below to give brief details of what further information you will need to complete a Full Equality Analysis. What information will give you a full picture of how well the proposal will work for different groups of people? How will you gather this information? Consider engagement initiatives, research and equality monitoring data.

- School workforces – equalities data
- Brent – equalities analysis
- Evidence of the experience of other authorities.

Stage 2: Analysis

5. **What effects could your policy have on different equality groups and on cohesion and good relations?**

5.1 Age ***(select all that apply)***

☐ Positive
☑ Neutral
☐ Negative

Please give details:

The criterion would apply equally to all applicants (i.e. parents) regardless of age. No particular group of applicants would be disproportionately advantaged or disadvantaged because of their age.

5.2 Disability ***(select all that apply)***

☐ Positive
☑ Neutral
☐ Negative

Please give details:

The criterion would apply equally to all applicants (i.e. parents) regardless of whether they have a disability. No particular group of applicants would be disproportionately advantaged or disadvantaged because of their disability.

Children with significant and/or specific disabilities will have an appropriate school named in their Education Health and Care plan (EHCP) or Statement of special educational need.

When allocating school places for children who do not have an EHCP or statement, disability is not taken into consideration. All schools would make reasonable adjustments to meet the needs of every child allocated a place.

5.7 Religion or belief *(select all that apply)*

- ☐ Positive
- ☑ Neutral
- ☐ Negative

Please give details:

The criterion would apply equally to all applicants (i.e. parents) regardless of religion or belief. No applicant group of a particular religion or belief would be disproportionately advantaged or disadvantaged by the introduction of this criterion.

Brent community schools do not have a particular religious character or seek to employ staff of a particular religion or belief.

5.8 Gender *(select all that apply)*

- ☑ Positive
- ☑ Neutral
- ☐ Negative

Please give details:

The criterion would apply equally to all applicants (i.e. parents) regardless of gender. Both male and female staff with children would be advantaged by introducing the criterion.

In particular, women would benefit because there are significantly more female staff employed in Brent community schools. On average, 87% are female and the proportion of female staff ranges from 77 to 98%.

5.9 Ethnicity *(select all that apply)*

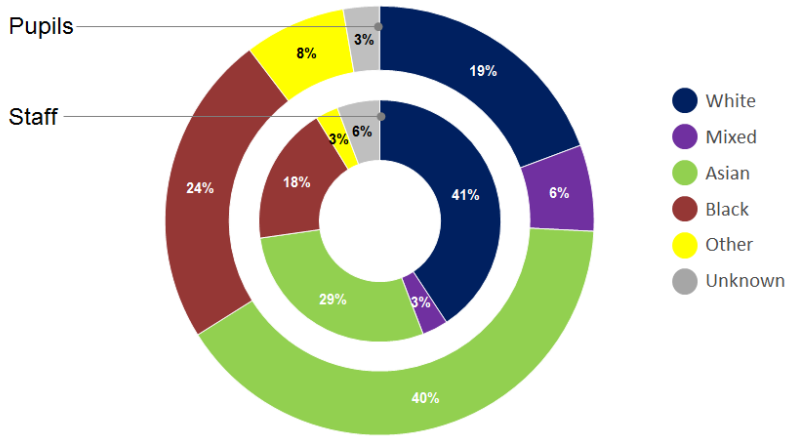
- ☑ Positive
- ☑ Neutral
- ☑ Negative

Please give details:

The criterion would apply equally to all applicants (i.e. parents) regardless of ethnicity.

The ethnicity profile of Brent community school staff differs from the families with children attending Brent community schools.

Staff and pupils at Brent community schools ethnicity comparison



Source: Schools census May 2015 and Schools staff census November 2014
(female staff aged between 25 and 49 and male staff aged between 25 and 74).

White families are significantly over represented amongst staff in Brent community schools while black and Asian families are under represented. It may therefore be concluded that the criterion would favour white staff members over black and Asian staff members.

6. Could any of the impacts you have identified be unlawful under the Equality Act 2010? Prohibited acts include direct and indirect discrimination, harassment, victimisation and failure to make a reasonable adjustment.

- ○ Yes
- ◉ No

7. Please provide a brief summary of any research or engagement initiatives that have been carried out to formulate your proposal.

To promote a public consultation on the children of staff criterion a public notice was placed in the local press advertising two public meetings, one daytime and one evening meeting. All Brent schools, children's centres, other local authorities and other statutory bodies were consulted as required by the Admissions Code. Information was provided on the admissions pages of the council's web site and consultation portal and promoted through The Brent Magazine and social media.

The outcomes and experience from Enfield Council were evaluated. Admission to approximately 40 community primary schools in Enfield has included a children of staff criterion for the previous three years.

What did you find out from consultation or data analysis?

Data analysis demonstrates that

- White families are significantly over represented amongst staff in Brent community schools while black and Asian families are under represented when compared with all families accessing Brent community schools.

- there is a high proportion of female staff employed in Brent community schools.

At Enfield Council less than 0.5% of offers are made on the basis of children of staff criterion.

The table below outlines the number and percentage of offers of Reception places made under children of staff criterion at oversubscribed Enfield community primary schools in September 2013, 2014 and 2015.

Children of Staff admissions to oversubscribed Enfield community primary schools

Year of entry to Reception	Number of offers made on the basis of children of staff criterion at oversubscribed community primary schools	Total number of offers made at oversubscribed community primary schools	Percentage of offers made on the basis of children of staff criterion
September 2013	0	1810	0%
September 2014	5	1780	0.3%
September 2015	7	1840	0.4%

Brent could expect approximately similar proportion of offers to be made under this criterion as summarised below (assumption that 0.5% of offers would be made under this criterion).

Projected Children of Staff admissions to oversubscribed Brent community schools (assuming 0.5% of offers would be made under the this criterion)

Year of entry to Reception	Projected number of offers made on the basis of children of staff criterion at oversubscribed community schools	Total number of offers made at oversubscribed community schools
September 2014	9	1763
September 2015	8	1673

Therefore it is anticipated that the introduction of a children of staff criterion would have a very low to nil impact.

STAGE 3: ACTION PLANNING

8. What actions will you take to enhance the potential positive impacts that you have identified? N/A

9. What actions will you take to remove or reduce the potential negative impacts that you have identified? N/A

10. Please explain how any remaining negative impacts can be justified? N/A

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Brent	**Cabinet** 8 February 2016 **Report from the Strategic Director Children and Young People**
	Wards Affected: Alperton/ Tokyngton / Wembley Central

Determination of the proposal to amalgamate Lyon Park Infant School and Lyon Park Junior School from April 2016

1. Summary

1.1. The alteration to permanently amalgamate Lyon Park Infant School and Lyon Park Junior School by April 2016 has been proposed by the Governing Body of Lyon Park Infant and Junior Schools. This is in line with the School Place Planning Strategy 2014 -18 which was approved by Cabinet in October 2014.

1.2. This report informs the Cabinet of the outcome of the statutory consultation on the proposal to alter the Lyon Park Schools.

1.3. The representation period on the proposal ended on 24 December 2015. This report also informs the Cabinet of the responses to the informal and formal consultations.

2. Recommendations

2.1. The Cabinet is recommended to:

Approve the amalgamation of Lyon Park Infant and Lyon Park Junior Schools, which are community schools, from April 2016. The new school will be known as Lyon Park Primary School.

3. Background

3.1 The October 2014 School Place Planning Strategy 2014-18 report secured the in-principle support of Cabinet (subject to statutory consultation and later decision-making) to the amalgamation (combining) of infant and junior schools in line with principle 5 of the strategy.

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

In November 2015, the Cabinet approved the refresh of the School Place Planning Strategy 2014-18 and confirmed the underlying operating principles. Ideally amalgamation will take place in partnership with the governing bodies when the opportunity presents itself, for example a headship vacancy at one of the schools.

3.2 Lyon Park Infants and Lyon Park Juniors are currently two separate schools that are governed by a single federated governing body and led by one Executive Headteacher. The substantive Executive Headteacher is currently employed by the Infant school, however the costs of her employment are shared by both schools.

3.3 The federated governing body of Lyon Park Infants and Juniors agreed to formally consult on amalgamation in Autumn 2015.

The proposal in relation to educational standards

3.4 At their most recent inspections, both the infant school and the junior school were judged good by Ofsted. The junior school was inspected in May 2013 and the infant school in December 2013.

3.5 Lyon Park Infant School's attainment at the end of Key Stage 1 for the last three years, 2013 to 2015, has been at or close to the national averages for reading, writing and mathematics. The proportion of Year 1 pupils meeting the required standards in phonics has been consistently above the national average for the last three years, and the proportion of children attaining a good level of development by the end of the Early Years Foundation Stage has been at or very close to the national average.

3.6 The proportion of pupils attaining Level 4 at the end of Key Stage 2 in reading, writing and mathematics combined at Lyon Park Junior School has been below the national average for the last three years and fell to 65 per cent in 2015. The proportion of pupils making the expected two levels of progress at Key Stage 2 has been at or close to the national averages for the last three years in reading, writing and mathematics. The number of pupils entered for national curriculum tests at Lyon Park Junior School has increased because of the school's annexe providing additional places for Year 5 and Year 6 Brent resident children who have recently arrived in the borough. This increased mobility into the later Primary years has had an impact on the overall attainment data for the school for Year 6.

4. Detail

4.1 Lyon Park Infant School, Vincent Road, Wembley, HA0 4HH, is a community school located between Wembley and Alperton. It provides 360 school places to boys and girls between the age of 4 -7. There is also a nursery with 80 part time places.

4.2 Lyon Park Junior School is on the same site as the infant school and is also a community school. It provides 480 school places to boys and girls between the ages of 7-11. In addition, during the 2014/15 academic year the Junior school agreed to the request from the Council to manage temporary provision on the Douglas Avenue site. This site currently has three temporary / bulge classes: Year 5 with 21 pupils and Year 6 with 53 pupils, a total of 74 pupils as at 18 December 2015. From September 2017 the maximum pupil intake at the combined school should return to 840 pupils.

4.3 The Lyon Park Schools are situated in Planning Area 3 in the south west of the borough (Appendix 1).

4.4 The combined strengths of amalgamated schools, coupled with the educational advantages, has led to the proposal to combine Lyon Park Infant and Junior Schools. The combined school would be known as the Lyon Park Primary School.

4.5 Brent Council and the governing body of the Lyon Park Infant and Junior School Federation are proposing to amalgamate both schools from April 2016. This would create an all-through primary school providing places for 80 nursery children and 840 school pupils. The school would be four forms of entry (4FE) i.e. four classes in each year group from Reception to Year 6. All pupils attending the schools as at March 2016 will automatically have places at the amalgamated primary school in April 2016. The school would remain a Brent Local Education Authority community school.

4.6 No change to the existing SEN provision is being proposed. The proposal will comply with the standards, quality and range of educational provision for children with special educational needs in the proposed amalgamation. The proposal will fully meet the requirements of the SEN Code of Practice and the accessibility standards.

Table 1: The proposed number of places in Lyon Park Primary School 2015- 2016

	8 February 2016	**1 April 2016**
Nursery	80	80
Infant school	360	0
Junior school	480 +74 = 554	0
Primary school	0	840 +74 = 914
TOTAL	994	994

How the schools will amalgamate / combine

4.7 When two schools amalgamate at least one of the schools must close; there are three possible options:

1. Close both schools and establish a new Lyon Park Primary School
2. Close Lyon Park Infant School and expand Lyon Park Junior School into Lyon Park Primary School
3. Close Lyon Park Junior School and expand Lyon Park Infant School into Lyon Park Primary School

4.8 Brent Council is proposing **option 3** - to close Lyon Park Junior School and expand Lyon Park Infant School into Lyon Park Primary School for the following reasons:

- Practicality: The substantive executive head is currently employed by the Infant School but paid for by both schools.

- Attainment: End of key stage attainment at the infant school when compared to national averages than the junior school's end of key stage attainment, as outlined in paragraph 3.5 and 3.6.

- Job Security: The schools are already operating as one school. There are no planned changes to the structuring of staff on amalgamation.

4.9 The headteacher and federated governing body support option 3 also.

The advantages of amalgamating / combining schools

4.10 There are currently five infant and junior schools across Brent (Lyon Parks, Malorees, Mount Stewarts, Roe Greens, Carlton Vale Infants and Kilburn Park Juniors, but the vast majority of children in the borough are taught in all-through primary schools. Children can, and do benefit from a good education in either system, but there are acknowledged benefits to an all-through primary school.

4.11 An overall advantage is that primary schools provide the best opportunity for continuity and coherence in a child's educational experience.

4.12 There are many other advantages affecting all areas of the school community:

4.12.1 Education

- No unsettling transition between schools after Year 2 for pupils.
- Increased stability, security and confidence can be built on more easily as the children are all in the same school with one set of rules, rewards and curriculum.
- Greater continuity for the most vulnerable children and those with special educational needs, including gifted and talented pupils.
- Wider opportunities for social development and interaction with a wider range of age groups for children ; including older pupils having some appropriate pastoral responsibilities.
- Continuous and coherent delivery of the curriculum with the same teaching and learning methods throughout the school.
- Effective monitoring of progress and learning across the whole 3-11 age range.
- With good planning, the school building and structures can be developed to ensure the safety of children and the establishment of small units within the larger organisation so that children and staff have a sense of belonging.

4.12.2 Families

- Consistent parental involvement throughout the primary phase of education through longer-term relationships with families within one institution.
- Simplified communication between school and parents with children in both schools; duplication would be removed and a joined up approach for events, training and other matters.
- There is no need to apply for junior school.
- The governing body would be required to reconstitute. This provides an opportunity for parents to participate in the running of the school.

4.12.3 Leadership and governance

- The potential for a single leadership to give vision and promote continuity and progression of learning between 3 and 11.
- Recruitment and retention of a single strong governing body.
- Further enhancing consistency of approaches to inclusion and well being.

4.12.4 Staff

- Opportunities for career development through the sharing of a wider range of expertise and possibilities for working between Key Stage 1 and Key Stage 2.
- Utilising administrative staff knowledge, skills and specific expertise more fully across the amalgamated school. Continuous assessment, tracking and target-setting procedures for the entire primary phase of education.
- Opportunities to use the accommodation of both schools more effectively to support teaching and learning.
- Opportunities to promote staff for curriculum development and other school initiatives.

4.12.5 Resources

- Scope for greater flexibility in use of money - a larger school would provide more options in premises, finances and staffing which would help the school maintain greater flexibility to ensure the best provision possible for our children
- Greater power for negotiating contracts - for example catering
- Better facilities such as computer suites or better library provision would bring greater benefits for the children.

The leadership process for amalgamating / combining schools

4.13 Usually to successfully combine schools significant consultation between school leaders, parents and the Council is required. Subject to consultation with all interested parties a new staffing structure would be developed by the headteacher and governing body to reflect the needs of the combined school. The process of Federation at Lyon Park Infant and Junior Schools has meant that much of this work has already taken place.

4.14 The schools are already operating as one school. There are no planned changes to the structuring of staff on amalgamation. Several posts have been appointed across the federation for example Executive Headteacher, School Business Manager, IT Manager, one of the Assistant Headteachers and Subject Leaders for the core subjects. The staffing structure will continue to be reviewed regularly to make sure it meets the needs of the school.

4.15 During consultation and until the date of amalgamation the current federated governing body will continue to fulfil its duties. Once amalgamation has been agreed a shadow governing body will be established to make decisions about the amalgamated school i.e. staffing, budget, etc. The membership of this body can include members of the existing governing body. A new governing body for the amalgamated school should be constituted under the School Governance (Constitution) (England) Regulations 2012 (as amended by the 2014 Regulations) On the date of amalgamation the current governing body will formally dissolve and the new governing body becomes responsible for the school.

4.16 A timeline would be agreed for any parent and staff governor elections, and for local authority and co-opted governor appointments to the newly constituted governing body.

4.17 The Lyon Park school accommodation will not change significantly, however the governing body has discussed changes to the staff room. The school has been informed that the Council would not be in a position to fund the works.

Statutory Consultation Process – Four Stages

Pre- statutory consultation (informal)

4.18 The statutory school expansion process has four stages - Stage 1 Publication, Stage 2 Representation (formal consultation), Stage 3 Decision, Stage 4 Implementation. The informal consultation carried out by Brent Council prior to Publication is not legally required but is good practice as quoted by the Department for Education below:

'Although there is no longer a prescribed 'pre-publication' consultation period for prescribed alterations, there is a strong expectation on schools and LAs to consult interested parties in developing their proposal prior to publication as part of their duty under public law to act rationally and take into account all relevant considerations.'

<u>The informal consultation process</u>

4.19 The informal consultation consists of:

- a detailed consultation document outlining the proposal, timelines, background information, next steps, list of consultees, response slip and details of the public meeting. This document is given to every child at the school to give to their parents. In addition copies are hand delivered to homes and businesses in the local vicinity starting with the nearest streets surrounding the school. The document is also posted on the school website and school gates and on the Brent consultation website.
- At least one public meeting is held at the school concerned with representatives from the governing body and the council.
- A 4 week response time (minimum) is given

4.20 There are many reasons for an informal consultation before the formal consultation:

- it allows extra time for public to digest what is being proposed
- it gives a chance for the public, school and the Council to meet as a collective
- it is a chance to eradicate misunderstandings or ambiguity
- it gives a chance to guage the feeling of the public before the statutory consultation
- it gives the Council a chance to build up a database of interested people to provide information on the next steps of the project e.g. the publication date of the statutory notice marking the start of the formal consultation.

<u>The formal consultation process</u>

4.21 The formal consultation process consists of the issuing of the statutory consultation in the local newspaper. It is also posted on the school website, the Brent consultation website

and on all entrances to the school (and any additional sites) for the passing public to see. This is a second chance for the public to give their views on the proposal. A four week representation period is given for responses.

Lyon Park Infant and Lyon Park Junior Schools informal consultation

4.22 The Governing Body of the Lyon Park Schools in partnership with the local authority carried out an informal consultation with key interested parties on the amalgamation proposals. The consultation document is attached as Appendix 2. Over 1,400 copies of the consultation document were distributed through hand delivery, email and/or internal/external post:

- the document was available at the consultation meetings
- the document was placed on the school website and the Brent consultation website
- approximately 450 copies were emailed out, including to all Councillors in Brent, all Brent schools, neighbouring boroughs and other statutory consultees.

4.23 The informal consultation began on 29 September 2015 and ended on 9 November 2015. All applicable statutory requirements to consult in relation to these proposals have been complied with.

4.24 Two consultation meetings on the proposal to amalgamate the Lyon Park Schools were held on 6 October 2015 (3.30pm and 6pm). Notes of this meeting can be found at Appendix 3.

4.25 The Lyon Park proposal received 14 responses in this first informal consultation. Responses were received via post and email.

Table 2: Breakdown of responses received for the Lyon Park Schools (informal)

	Number of responses received	Percentage of response overall
Agree with amalgamation	11	78.6%
Disagree with amalgamation	01	7.1%
No decision reached	02	14.3%
Total responses	14	100.0%

4.26 All 14 responses can be found in Appendix 4. The person who disagreed with the proposal later admitted she misunderstood what the amalgamation was about. (Reference LP12).

The Lyon Park Schools formal consultation

Stage One - Publication of Statutory Notice

4.27 Following careful consideration of the responses in the consultation stages outlined above, the governing body of the Lyon Park Schools in partnership with the local authority published the Statutory Notice in the Brent and Kilburn Times on 26 November 2015 to amalgamate the schools by April 2016. Notices were also displayed on the school's gates, on the school's website, on the Brent Council consultation website.

4.28 The statutory notice is attached as Appendix 5.

Stage Two – Representation (formal consultation)

4.29 The statutory notice (issued on 26 November 2015) was followed by a four week statutory period (Representation stage), which ended on 24 December 2015, during which representations (i.e. objections or comments) could be made. The representation period is the final opportunity for residents and organisations to express their views about the proposal (in this consultation) and ensures that they will be taken into account by the Cabinet when the proposal is determined.

4.30 In total no representations were received during statutory period.

Next Steps

4.31 The anticipated dates for the key project milestones following a decision by the Cabinet to determine this proposal to alter the Lyon Park Schools are set out in the timetable below:

Table 4: Project milestones

Milestone	
Cabinet Decision to expand the school	8 February 2016
School officially becomes Lyon Park Primary School	1 April 2016

5 Financial Implications

5.1 Schools are funded through the ring-fenced dedicated schools grant (DSG) and there are therefore no financial implications to the council's general fund.

5.2 The financial implications for the combined school is a reduced lump sum of £175k. Under the schools funding formula, each school currently receives a lump sum of £175k to take care of core costs, meaning that the combined lump sum is currently £350k. After merger the combined school will receive one lump sum only. However, as transitional support, in the first full financial year of merger, the school will receive a lump sum of £297.5k (85% of the two lump sums), a reduction of £52.5k in the first year. Whilst this is a reduction is borne by the school, the funding is redistributed to other schools as part of the schools funding formula, and therefore does not represent a loss of funding through the DSG.

5.3 The schools currently operate as one school in terms of staffing and contracts, and therefore there are no further financial implications.

6 Legal implications

6.1 The procedure for the amalgamation of the Lyon Park Schools is as required by The Education and Inspections Act 2006 (as amended by the Education Act 2011) and The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013. The local authority is entitled to make prescribed alterations to the Lyon Park Schools pursuant to powers granted by The Education and Inspections Act 2006, Sections 18 and 19 and in accordance with Schedules 2 and 3 Regulations.

6.2 The authority has the power to consider and determine proposals published under Section 19 of The Education and Inspections Act 2006, pursuant to Section 21 (2) (f) of the Act and in accordance with Schedule 3 paragraph 3 of The School Organisation Regulations 2013.

6.3 Under sections 13 and 14 of The Education Act 1996, as amended by The Education and Inspections Act 2006, 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. They must also ensure that there are sufficient schools in their area and promote diversity and increase parental choice. To discharge this duty the LA has to undertake a planning function to ensure that the supply of school places balances the demand for them.

6.4 Both the current infant and juniors schools are maintained schools and the new Lyon Park Primary School will also be maintained. This means that all staff currently employed by the local authority will continue to do so. TUPE will not apply, as this occurs when the employer changes from one organisation to another.

6.5 The Brent Cabinet acting on behalf of the Brent Local Authority is the Decision Maker pursuant to The Education and Inspection Act 2006 Section 21 (2) (f) and schedule 3 of the School Organisation Regulations 2013.

6.6 The public sector equality duty under section 149 of the Equality Act 2010 requires the Local Authority when exercising its functions to have due regard to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, and to advance equality of opportunity and foster good relations between those who have a protected characteristic and those who do not share that protected characteristic. The protected characteristics covered under the Act are Age, disability, gender reassignment, marriage and civil partnership (only in respect of eliminating unlawful discrimination) pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality) religion or belief (this includes lack of belief) sex and sexual orientation. Due regard means giving relevant and proportionate consideration to the duty, in that whenever significant decisions are being made consideration must be given to the impact/affect that implementing a particular decision will have in relation to equality before making that decision.

6.7 An Equality Impact Assessment has been carried out and is attached at Appendix 6 to this report.

6.8 The Cabinet would need to have regard to guidance issued by the Secretary of State before making a decision upon this proposal entitled School Organisation Maintained Schools – guidance for proposers and decision makers January 2014 - https://www.gov.uk/government/publications/school-organisation-maintained-schools.

6.9 If the local authority fails to decide proposals within two months of the end of the representation period the local authority must forward proposals, and any received representations (i.e. not withdrawn in writing), to the schools adjudicator for decision. They must forward the proposals within one week from the end of the two month period.

Decision Making:

6.10 The department does not prescribe the exact process by which a decision-maker carries out their decision-making function. However, the body or individual that takes the decision must have regard to the statutory 'Decision-makers Guidance' (at Annexe B).

6.11 There are four key issues which the Decision Maker should consider before judging the respective factors and merits of the statutory proposals:

- Is any information missing? If so, the Decision Maker should write immediately to the proposer specifying a date by which the information should be provided.

All necessary information has been provided.

- Does the published notice comply with statutory requirements?

The statutory notice is complete and in line with the statutory requirements. The four week statutory representation period closed on 24 December 2015 for the Lyon Park Schools.

- Has the statutory consultation been carried out prior to the publication of the notice?

All applicable statutory requirements to consult in relation to the proposal have been complied with.

- Are the proposals "related" to other published proposals?

No.

Types of Decision

6.12 When issuing a decision, the decision-maker can:

- reject the proposal;
- approve the proposal without modification;
- approve the proposal with modifications, having consulted the LA and/or governing body (as appropriate); or
- approve the proposal – with or without modification – subject to certain prescribed events11 (such as the granting of planning permission) being met.

6.13 A proposal can be withdrawn by the proposer at any point before a decision is taken. When doing so the proposer must send written notice to the LA and the governing body (as appropriate) and the Schools Adjudicator (if the proposal has been sent to them). A notice must also be placed on the website where the original proposal was published.

6.14 Rights of appeal against a decision

6.15 The following bodies may appeal to the Schools Adjudicator against a decision made by a LA decision-maker, within four weeks of the decision being made:

- the local Church of England diocese;
- the local Roman Catholic diocese; and
- the governors and trustees of a foundation, foundation special or voluntary school that is subject to the proposal.

6.16 On receipt of an appeal, a LA decision-maker must then send the proposal, representations received and the reasons for its decision to the Schools

Adjudicator within one week of receipt. There is no right of appeal on determinations made by the Schools Adjudicator.

7 Diversity Implications

7.1 The Lyon Park Schools have an ethnically diverse pupil population and catchment of pupils.

7.2 An Equality Impact Assessment (to screening stage) has been completed for the proposed amalgamation of the Lyon Park Schools - Appendix 6.

8 Staffing Issues

8.1 There will be no reductions in overall staffing and therefore no redundancies as a direct result of amalgamation.

8.2 Both current schools are maintained schools, and the new Lyon Park Primary School is also maintained. This means that all staff are currently employed by the local authority, and will continue to do so.

9 Background Papers

9.1 School Organisation Maintained Schools - Guidance for proposers and decision-makers - January 2014

10 Appendices

Appendix 1	Map of Brent Schools
Appendix 2	Lyon Park Infant and Junior Schools consultation document
Appendix 3	Lyon Park Schools notes of the consultation meetings
Appendix 4	Lyon Park Infant and Junior Schools informal consultation responses
Appendix 5	Lyon Park Infant and Junior Schools statutory notice (stage 1 of the statutory process)
Appendix 6	Draft of the Equality Impact Assessment (to screening stage) for Lyon Park Infant and Junior Schools

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Brent	**Cabinet** 8 February 2016 **Report from the Strategic Director of Regeneration and Environment**

Development Funds Programme Development for 2016-17

1.0 Summary

1.1 This report seeks the approval of Cabinet for the proposed spatial and thematic allocation of Section 106 funds for expenditure in 2016-17 and commissioning specific projects and budget amounts detailed herein.

1.2 The allocation and projects have been reported to CMT in October and PCG in December and this report reflects feedback from those two meetings.

1.3 Investment has been aligned to strategic priorities, as set out in the Borough Plan. Where possible, investment in highways, pavements and the street scene has been prioritised to reflect the concerns of residents. A comprehensive investment strategy is in the process of being prepared which will seek to repair street and pavement defects and bring the general state of the environment, especially in town centres and major thoroughfares, up to an acceptable standard.

1.4 This report has been prepared with the involvement of the Chief Operating Officer, Strategic Director Regeneration & Growth, Operational Directors of Planning & Regeneration, Housing and Employment, Property & Projects, Environment & Neighbourhoods, Environment & Protection and other relevant officers responsible for regeneration and inward investment across the borough.

2.0 Recommendations

2.1 That Cabinet approves the proposed 2015-16 programme of Development Funded projects and authorises the relevant Heads of Service to deliver this programme using the allocated budget and resources available.

2.2 That Cabinet notes the 2016-17 allocation £3.8m of S106 funding in 2016-17 in the following thematic split: £0.3m for Education; £2.1m for Transport, £1.2m for Amenity and Recreation; £0.2m for Employment; and that opportunities for allocating sums for Affordable Housing, Environment, and Social be pursued further.

2.3 That Cabinet notes that any necessary statutory or non-statutory consultation and the consideration of any objections or representations shall be undertaken by the relevant Heads of Service responsible for delivering the projects.

2.4 That Cabinet authorises the Director of Planning & Regeneration to approve and relevant Heads of Service to deliver projects in 2016-17 over and above the allocations and projects detailed herein where the exceptional circumstances criteria as set out in section 3.7, below, are met.

3.0 Background

3.1 Section 106 agreements are legal agreements between local authorities and developers, which are linked to a planning permission. Planning obligations are secured within S106 agreements when it is considered that a development will have negative impacts that cannot be addressed by conditions to the planning permission. Where the Developer cannot directly mitigate the impact the Council can instead take a financial contribution to undertake works. Section 106 obligations should only be used where a planning condition would not be effective or relevant. Regulation 122 of the Community Infrastructure Levy 2010 (as amended) sets out three tests to be satisfied where a planning obligation must be: (a) necessary to make the development acceptable in planning terms; (b) directly related to the development; and (c) fairly and reasonably related in scale and kind to the development. Accordingly, these tests are now law and must be met to comply.

3.2 This report is concerned with the allocation of those funds which have been paid by developers held by the Council (hereafter “development funds”).

3.3 Development funds secured via S106 agreements can only fund those projects which meet the terms of the agreements from which the funding is derived and can be returned to the developer if the monies are not spent within the period specified in the terms and conditions of the Agreement.

3.4 Objectives for the selection and shortlisting of projects are split into “Essential” criteria and “Desirable” criteria:

Essential criteria

- meets the terms of the legal agreement;
- mitigates the impact of the development from which funding is derived; and
- has Member support

Desirable criteria

- meets the objectives of the Borough Plan and the Regeneration Strategy and helps to facilitate growth;
- meets Service Unit objectives;
- substitutes Council capital expenditure and/or borrowing;
- is capable of attracting additional funding streams; and
- has local community support

3.5 The **essential criteria** mean any project proposed herein is subject to final verification that the funding is available from suitable sources, which will be ascertained following feedback on this paper from PCG. As a principle, providing funding for relevant infrastructure is an important means by which development can help to mitigate the impact an increased population can have on a local area and its amenities and social infrastructure; therefore new or expanded social or physical infrastructure in areas of greater development pressure will be prioritised over maintenance or minor improvements to existing infrastructure in areas of low development pressure.

3.6 It is not essential for a project to meet any of the **desirable criteria**, but where there are competing demands for money then it is proposed that projects which meet one or more of the desirable criteria will be favoured.

3.7 **Exceptional circumstances** can arise where S106 funding needs to be committed quickly without reporting to Members (for example where match-funding is needed to support a funding bid, or if the funding can only be used on a particular project and so there is no decision to be made); the criteria for exceptional allocation are:

Exceptional circumstances criteria

- the funding would otherwise expire; or
- the funding is needed to support a bid for external funding which meets corporate priorities; or
- Members approve a project at Cabinet which clearly states that S106 funds are being sought; or
- there is a clear public interest e.g. an urgent road safety project; or
- the funding can only be used for the project concerned

4.0 CIL

4.1 Since July 2013 the Standard Charge has been replaced with the Community Infrastructure Levy ("CIL") in Brent and the Council will no longer seek financial contributions for infrastructure via S106 agreements.

4.2 This report focuses on the expenditure of Section 106 monies as the recent priority has been spending the larger amount of S106 reserves (as these can be subject to expiry). There is currently no firm approved process for allocating CIL resources; a Strategic Infrastructure Plan to allocate CIL was reported to CMT on 7 August 2014 and discussed with Members at PCG. Consultation with Directorates to refresh the Strategic Infrastructure Plan was undertaken in March 2015 and this is expected to be reviewed in 2016 leading to limited commissioning of CIL funds for 2016-17, to be reported separately to S106. In future years the intention is to report both S106 and CIL spend together in a joint Development Funds report.

5.0 Draft budget 2016/17

5.1 Available funds

5.1.1 As at 1 July 2015 a total of £10.2m was available to commission, subject to the terms of the legal agreements. The table below shows the distribution of

reserves across the main Themes, demonstrating the uneven amounts of funding available for projects within different Themes.

Theme	Available to commission
Affordable Housing	£384,274
Amenity	£1,749,902
Recreation	£502,271
Amenity or Recreation	£1,549,699
Education	£816,747
Employment	£205,830
Environment	£55,464
Social	£163,245
Transfer to external	£1,147,041
Transport	£3,639,108
TOTAL	**£10,213,581**

Table 1: An overview of available money[1] by Theme as of 1 July 2015

5.2 Methodology

5.2.1 Strategic Directors responsible for delivering projects which are eligible for S106 funding were invited in July to propose projects for the draft budget for 2016-17, having regard to the above selection criteria (see paragraph 3.4). Thematic workshops were arranged to discuss proposed projects.

5.2.2 A list of Directorates and officers consulted is provided in Appendix 4.

5.2.3 The following analysis of the proposed projects has been undertaken by the Development Funds & Information Manager (DFIM):

- Assessment of proposal against the selection criteria
- Availability of funds within relevant distance of proposal
- Suitability of available funds for the proposal

5.3 Budget by Theme

5.3.1 A total of 50 projects with a combined budget of £3.8m can be funded in 2016-17. The table below shows the split of this money by the Theme and Sub-theme that will be undertaking the works and the details of all fundable projects are provided in Appendix 1.

Theme	Sub-theme	No. of projects	Total budget
TOTAL		**50**	**£3,810,413**
Amenity		**21**	**£742,134**
	Tree planting	10	£211,335
	Urban greening	2	£19,965
	Children's play areas	3	£225,123
	Landscaping	4	£64,700
	Environmental improvements	1	£61,011
	Open Space improvements	1	£160,000
Recreation		**7**	**£439,091**
	Sports pitch	2	£54,099
	Outdoor gym	4	£210,000
	Indoor gym	1	£174,991
Transport		**14**	**£2,099,802**
	Town centre	3	£702,802
	Local safety	4	£537,000
	Public transport improvements	3	£110,000
	Controlled parking zone	1	£0
	Public Realm	2	£750,000
Education		**5**	**£319,301**
	Capital Schools Programme	5	£319,301
Social		**0**	**£0**
Employment		**3**	**£210,085**
	Training and Skills	3	£210,085
Affordable housing		**0**	**£0**
Environment		**0**	**£0**

Table 2: Projects by Theme and Sub-Theme

5.3.2 It is to be expected that the total budget is significantly less than that for 2015-16: Education depleted the entire Education reserve in the last round of budget-setting and only limited funds were available, whilst two of the three highest value projects last year, of £2.1m and £1.5m, were both one-off projects to provide decentralised energy and affordable housing respectively. Whilst £3.8m is lower than last year it is above the five year average expenditure of £2.8m. Further, it is likely that not all funds budgeted for 15-16 will be spent: in 14-15 28% of the £8m commissioned was carried forward to 15-16 and in 13-14 the proportion was higher, at 36%. Taking the lower of those two percentages would suggest the actual budget for 16-17 is likely to be in the region of £7.47m (and correspondingly expenditure in 15-16 is likely to be in the region of £9.5m, not taking account of decommissioning).

5.3.3 Some projects requested could not be fully funded from S106. In those cases, the DFIM agreed with the PM concerned whether they wanted to go ahead with a reduced contribution from S106. Those who agreed to do so are expected to either: (a) seek alternative funding sources to bridge the gap; or (b) reduce the scope of the project.

5.4 Budget by Growth Area

5.4.1 It is to be expected that Wembley is planned to receive the most amount of funding of the five Growth Areas. Alperton's and South Kilburn's moderate and Church End's very limited level of investment also reflects the development activity in the area.

5.4.2 Investment in Burnt Oak/Colindale is in part held back because much of the investment required is to the junctions and public realm of the A5, a route shared with Barnet (who have access to significantly more funding than Brent due to the scale of development in their growth zone) so the work needs to be coordinated; further, it is the Transportation department's intention to submit a bid to TfL for LIP funding for a major project along this part of the A5 however the LIP programme is such that it is not envisaged that the bid will be submitted until 2018 with works starting in 2020. Interim works will be necessary by Transportation as there is funding in the area which will expire by the end of 2019.

Growth area	No. of projects	Total budget
Alperton	2	£425,000
Burnt Oak/Colindale	1	£202,180
Church End	1	£14,965
South Kilburn	1	£350,000
Wembley	6	£603,172

Table 3: Projects by Growth Area

6.0 Financial Implications

6.1 As at 1 July 2015 a total of £10,213,581 was available to commission, subject to the terms of the legal agreements. Of these monies, this report proposes the allocation of £3,810,413 to the Service Units for investment in fundable schemes.

6.2 A number of the proposed schemes put forward include external funding sources, such as TfL LIP funding, which are essential to the delivery of the overall scheme. It is likely that should forecast external funding not be delivered then the scheme could not be supported by S106 funding.

6.3 The proposed schemes have been generated by, and in conjunction with, Service Units, Heads of Service and Regeneration Managers responsible for delivering capital schemes and the Borough's Growth Areas. The proposals were based on meeting the following criteria:

Essential criteria

- meets the terms of the legal agreement;

- mitigates the impact of the development from which funding is derived; and
- has Member support

Desirable criteria

- meets the objectives of the Borough Plan and the Regeneration Strategy and helps to facilitate growth;
- meets Service Unit objectives;
- substitutes Council capital expenditure and/or borrowing;
- is capable of attracting additional funding streams; and
- has local community support

However, it should be noted that the proposals are based on individual Service priorities which would not necessarily be reflected through a strategic exercise to assess the priorities in the delivery of the Council's overall capital programme.

6.4 The current Capital Programme for 2016/17 includes initial allocations to rolling programmes of works to meet priority requirements in theme areas to which S106 Agreement monies are proposed. The Capital Programme allocations are as follows:

- Delivering the Sports Strategy - £0.535m
- Parks - £0.155m
- Pavements, Roads and Streetscene - £3.55m

These 2016/17 allocations are funded predominantly from borrowing with an associated debt charge to the Council's revenue account or from capital receipts.

Appendix 1 includes a column to identify those Projects that could potentially be considered as a substitute to current rolling programme allocations in the Capital Programme. This is summarised in the table below by theme:

Theme	**Sub-theme**	**Total budget**
Amenity & Recreation		
	Children's play areas	148,062
	Sports pitch	54,099
	Outdoor gym	210,000
	Indoor gym	174,991
Transport		
	Town centre	500,622
	Local safety	380,000
	Public Transport Improvements	60,000
	Public Realm	400,000
	Total	**1,927,774**

Table 4: Potential Capital Funding Substitute by Theme and Sub-Theme

Priority scheme list proposals for the utilisation of provisionally allocated budgets for the rolling programmes of works have not yet been defined. Any proposals will need to be considered against those to which S106 monies are allocated, as part of the budget setting process, in order to minimise the level of borrowing that the Council is required to undertake in the funding of the Capital Programme.

6.5 This report focuses on the expenditure of Section 106 monies as there is currently no approved process for allocating CIL resources; a proposal was reported to PCG on 5 June 2015 but is yet to be reported to Cabinet.

6.6 Proposals for the use of S106 funding will be included within the Capital Section of the Budget Setting Report to be submitted to Cabinet and Full Council in February/March 2015.

7.0 Legal Implications

7.1 Planning Obligations pursuant to Section 106 of the Town and Country Planning Act 1990 (as amended) ("The Act") are legal documents under seal either entered into between the Council and developers or provided unilaterally by a developer. As mentioned above the intention of the obligation is to mitigate and off set any harmful impacts of a development. Monies paid to the Council in accordance with the s106 obligation can only be applied for the purposes set out in the relevant agreement. It is noted however, that the Council has received certain sums relating to those contributions which are due to be allocated for specific projects within the Borough, subject to employing the essential and desirable criteria at paragraph 3 of the report.

7.2 The Council has the power to modify S106 obligations in accordance with s106A of the Act by agreement between the Council and the parties against whom the obligation are enforceable.

8.0 Diversity Implications

8.1 In accordance with the Council's Public Sector Equality Duty under Section 149 of the Equality Act 2010 (in force April 2011), officers who have responsibility for spending s106 contributions must ensure that the appropriate level of equality impact assessments are carried out before projects commence to ensure that improvement work does not inadvertently discriminate against any of the nine protected characteristics as more particularly detailed under section 4.

8.2 S106 contributions can have a positive impact on equality and diversity, as they allow the Council to make improvements to the local community which benefit disadvantaged groups the provision of affordable housing, additional community spaces, employment, education and training opportunities.

9.0 Staffing/Accommodation Implications (if appropriate)

9.1 The projects above will be managed either directly or at arm's length within existing Service Unit staffing structures.

9.2 Some of the funding identified above can be used to meet reasonable professional fees in designing and managing the project. What is considered reasonable is assessed on a case-by-case basis but usually not more than 20% of the S106 funding should be put towards fees.

9.3 No accommodation implications are anticipated.

Background Papers
None

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APPENDIX 1 – List of proposed projects for FY 2016-17 funding

Project name	Sub-theme	Project description	Ward (and Growth Area)	Comments	S106 budget	Capital funding substitute ?
Amenity & Recreation					***£1,181,225***	
Barham Park play area	Children's play areas	Removal of old play equipment and replacement with new accessible activities	Sudbury	Mitigates the impact of child yield from new development whilst also encourage existing residents and their young children to be more active	£111,700	Yes
John Billam cricket wicket	Sports pitch	Refurbishment of the 2 artificial cricket wickets to allow improvement to current derelict wickets bringing them back in to use.	Kenton	Mitigates the impact of population yield from new development whilst also encourage existing residents to be more active	£15,000	Yes
Paddington Old Cemetery planting	Landscaping	Provide low growing plants, Lavender etc. in the cemetery to encourage bees, butterflies and birds, also to improve the aesthetics of the cemetery for visitors.	Queens Park	Encourages more people to use existing Parks infrastructure and helps mitigate loss of habitat from new development	£15,000	No, landscaping works are only undertaken where S106 or other external funding sources are available
Roundwood Park planting and pond	Landscaping	Improved planting around Roundwood pond area, improve the area for amphibians (frogs newts and toads) improvements to the gradient of the pond. Natural log pile size appropriate to the landscaping. Bulb & lavender planting along perimeter fence line bordering cemetery assisting in	Willesden Green	Encourages more people to use existing Parks infrastructure and helps mitigate loss of habitat from new development	£13,000	No,

Project name	Sub-theme	Project description	Ward (and Growth Area)	Comments	S106 budget	Capital funding substitute ?
		both aesthetics of the area also providing benefits for bees etc. in a section of the park where there is currently no planting.				
Streatly Road play area	Children's play areas	Additional equipment needed, levelling of site and removal of outdated play equipment	Kilburn	Mitigates the impact of child yield from new development whilst also encourage existing residents and their young children to be more active	£36,362	Yes
GEC sports pitch improvements	Sports pitch	Create two official entrances from the adjacent estates into the sports ground to encourage use and make entry safer. Currently children walk through the shrubbed area and straight into the street but a more official entrance will allow a holding area before stepping into the street. Additional planting to boundaries	Preston	Mitigates the impact of population yield from new development whilst also encourage existing residents to be more active	£39,099	Yes
Chelmsford Square planting and pathway improvements	Landscaping	Improved planting scheme, improved fencing requested by Cllrs and residents group	Brondesbury Park	Encourages more people to use existing Parks infrastructure	£10,000	No,
Mapesbury Dell planting and pathway improvements	Landscaping	Improved planting scheme in partnership with the local Trust Group, improved pathways, replacement and renewal of play equipment on site.	Mapesbury	Encourages more people to use existing Parks infrastructure	£26,700	No, £5k had to spend on Mapesbury Dell
Grove Park open space improvements	Open space improvements	Improvements to the existing play area, New outdoor gym and landscaping works	Queensbury	Supports the Borough Plan Better Lives and Better Place	£160,000	No, due to particular new developme nt pressure
One Tree Hill outdoor gym	Outdoor gym	Improvements one tree hill including some planting landscape works & outdoor gym (although in	Wembley Central	Supports the Borough Plan Better Lives and Better Place	£60,000	Yes

Project name	Sub-theme	Project description	Ward (and Growth Area)	Comments	S106 budget	Capital funding substitute ?
		Wembley central ward effected by Alperton projects)				
Tiverton tree planting	Tree planting	Planting of new trees within the park as requested by the local residents group.	Brondesbury Park	Encourages more people to use existing Parks infrastructure and helps mitigate loss of habitat from new development	£10,000	No, tree planting is only undertaken where S106 or other external funding sources are available
Rainbow Park play area	Children's play areas	Additional equipment needed and removal of outdated play equipment	Mapesbury	Mitigates the impact of child yield from new development whilst also encourage existing residents and their young children to be more active	£77,061	No, relates to particular developme nt pressure
Alperton Sports ground outdoor gym	Outdoor gym	Installation of outdoor gym - requires planning permission	Alperton	Supports the Borough Plan Better Lives and Better Place	£50,000	Yes
Brent River Park outdoor gym	Outdoor gym	Installation of outdoor gym - requires planning permission. Consultation needed to determine exact location	Tokyngton	Supports the Borough Plan Better Lives and Better Place	£50,000	Yes
Bridge Park indoor gym redevelopment	Indoor gym	Relocation of gym upstairs including bringing current area back into use	Stonebridge	Direction is sought from PCG on this project as it is a significant investment in a facility which is expected to be re-developed in 2020. It is thought that this investment will significantly improve the quality of the service provision and revenue generation in the interim period. This is a suitable project for S106 funding in all other respects.	£174,991	Yes

Project name	Sub-theme	Project description	Ward (and Growth Area)	Comments	S106 budget	Capital funding substitute ?
Queens Park outdoor gym	Outdoor gym	Installation of outdoor gym - requires planning permission. Consultation needed to determine exact location. Will need to work with Corporation of London richard.gentry@cityoflondon.gov.uk Possible additional funding available from Corporation of London	Queens Park	Supports the Borough Plan Better Lives and Better Place	£50,000	Yes
Alperton Ealing Road south tree planting	Tree planting	Creation of a tree lined avenue in southern section of Ealing Road between bridge over the Grand Union Canal at junction with Bridgewater Road and bridge over the River Brent at boundary with Ealing.	Alperton (Alperton)	Tree planting provides a number of positive outcomes including improvements in air quality, softening the built environment, provision of habitat opportunities for various fauna as well as enhancing the general quality of life for local residents. This project will specifically mitigate impact of recent residential developments in the area that do not provide significant tree planting within the site boundary.	£25,000	No
West of Ealing Road residential streets tree planting	Tree planting	Tree planting in Alperton, specifically Ealing Road shopping area between Alperton station and junction with Lyon Park Avenue. Also residential streets off Ealing Road, mainly to west, including Eagle Road, Bowrons Avenue, Braemar Avenue and St James's Gardens.	Wembley Central	As above	£8,814	No
Church End, Neasden Lane tree planting	Urban Greening	Tree planting or other greening improvements to Neasden Lane and other streets in the Church End area. A design for Church End High Street to include new tree planting at appropriate locations, implementation of that tree	Dudden Hill (Church End)	As above	£14,965	No

Project name	Sub-theme	Project description	Ward (and Growth Area)	Comments	S106 budget	Capital funding substitute ?
		planting, subject to co-ordination with new developments due on site at the car park site. Tree planting in other residential roads in the area. Production of a Green Infrastructure Strategy for the Church End area. This project will follow on from previous tree planting work in the Dudden Hill/ west end of Willesden High Road area.				
Wembley First Way tree planting	Tree planting	New tree planting in First Way, Wembley. Aims of the project are to provide a green screen of street trees to east of the Wembley Masterplan area and to improve the poor appearance of that industrial district which is not likely to have any redevelopment for many years. Initial site appraisal has been done, project would be drawn up and works on site tendered in Summer 2016, with a start on site in Autumn of the same year, to achieve completion by December 2016/January 2017	Tokyngton (Wembley	As above	£28,911	No
Harlesden west of town centre tree planting	Tree planting	Tree planting in residential streets to west side of Harlesden town centre. Specifically to west of High Street Harlesden and Craven Park Road. Initial feasibility work has indicated project focus would be in Acton Lane and Nicol Road, both being deficient in trees.	Harlesden	As above	£25,000	No

Project name	Sub-theme	Project description	Ward (and Growth Area)	Comments	S106 budget	Capital funding substitute ?
Kensal Green tree planting	Tree planting	Planting of new trees, other planting and public realm improvements in area to east of Harlesden town centre. Main focus of the project is area of the Kensal Green Streets community group. This will be a continuation of previous work in the area which has so far planted around 100 trees and planted two street corner shrub beds.	Kensal Green	As above	£8,225	No
Kenton & Kingsbury tree planting	Tree planting	New tree planting in residential streets of Kenton & Kingsbury area, also to consider new tree planting in Kingsbury town centre to co-ordinate with planned major scheme for that area.	Kenton	As above	£25,000	No
Mapesbury north of ward tree planting	Tree planting	Tree planting in streets to north of Mapesbury Ward, generally to north and east of Walm Lane/Chichele Road, specifically Anson, Olive, St Michael's, Ivy, Cedar, Larch and Pine Roads and other roads in the area. This project will seek to green an area which is currently impoverished in tree cover.	Mapesbury	As above	£50,000	No
Queensbury station environs tree planting	Tree planting	New tree planting, including flowering Cherries and other colourful ornamentals in shopping area at Queensbury Station Parade. Also larger trees including London Plane in surrounding residential streets with wide grass verges and medium sized	Queensbury	As above	£15,385	No

Project name	Sub-theme	Project description	Ward (and Growth Area)	Comments	S106 budget	Capital funding substitute ?
		ornamental trees in other streets.				
Wembley Hill residential streets tree planting	Tree planting	Tree planting in Wembley Hill area, specifically Wembley Hill Road, Linden Avenue, Dagmar Avenue, Mostyn Avenue, Park Chase and other residential streets between Empire Way and Park Lane.	Tokyngton	As above	£15,000	No
Chamberlayne Road urban greening	Urban greening	Tree planting, shrub and flower planting, public realm improvements in Chamberlayne Road local centre. To include a design strategy for the full length of Chamberlayne Road and southern section of Kilburn Lane aimed at improving environment of this local high street. Also planting improvements to existing area at Station Terrace and a tree planting strategy for surrounding residential streets.	Queens Park	As above	£5,000	No
Wealdstone Brook improvements - Japanese Knotweed Control and naturalisation plan	Environmental improvements	Control of Japanese Knotweed growing on banks of the Wealdstone Brook in Wembley, specifically at locations near to Brook Avenue and downstream in the Wembley Growth Area. To remove Japanese Knotweed from potential development sites, specific sites identified at this time are Durkin, Amex House North End Road and Watkin Road Industrial Estate. Also to conduct an invasive weeds survey of entire length of Wealdstone Brook between points	Tokyngton (Wembley)	Project will mitigate impact of development at Brook Avenue by improving amenity of a natural watercourse, Wealdstone Brook which passes near to site and through Wembley. By introducing control of Knotweed the project will prevent current moderate level of infestation becoming severe or spreading to other sites and may encourage further development by removing the threat of knotweed from relevant sites	£61,011	No

Project name	Sub-theme	Project description	Ward (and Growth Area)	Comments	S106 budget	Capital funding substitute ?
		it emerges from a culvert at Woodcock Hill, to confluence with River Brent at rear of Fourth Way industrial area. To initiate spraying, stem injection or removal control measures in any other reaches of the Wealdstone Brook where funds permit. To liaise with Harrow Council on any cross boundary work. To engage with Environment Agency, Brent Catchment Partnership, Thames21 and any other voluntary sector organisations involved with river management. To engage with Network Rail and TfL on Knotweed issues where spreading from rail or tube lines. To prepare an outline design for naturalisation of the Wealdstone Brook with aim of creating an amenity walk between Wembley and the River Brent at Toykngton.				
Transport					***£2,099,802***	
BOC public realm, public transport accessibility cycling and road safety improvements	Town centre	Public realm, public transport accessibility cycling and road safety improvements In Burnt Oak and Colindale following the adoption of the Burnt Oak Colindale Place Making Plan in 2014. This document was developed in partnership with Barnet and has identified a vision to support growth in the area where approximately 12,000 new homes will be built. The BOC Place Making Plan identifies a number of projects for	Fryent	Projects to improve the public realm and promote the use of sustainable transport through the improvement of walking and cycling facilities in the area and accessibility to public transport. This will help reduce car dependency to mitigate the affect of development in the area. Funding to progress the project was approved in the Local Implementation Plan report to Cabinet in September 2014. Consultants have engaged with members and the local community in recent months and there is	£202,180	No

Project name	Sub-theme	Project description	Ward (and Growth Area)	Comments	S106 budget	Capital funding substitute ?
		development and delivery over the next several years. These will support pedestrian access and sustainable crossing facilities, removal of street clutter, and other measures improve the public realm. Fryent and Queensbury wards.		strong support. The scheme supports the borough plan objectives of; making Brent a safer, more attractive and more environmentally friendly borough; Better lives- enabling people to live healthier lives and reducing health equalities (by participating in active travel, namely walking and cycling); Better place - making sure Brent is an attractive place to live with a pleasant environment. It meets the aim by April 2016 to promote and support the development of sustainable transport opportunities and managing the use of the road network through reduced congestion and traffic flow, increased footfall and improved pedestrian, cycling and public transport facilities in town centres.		
Dollis Hill station interchange	Public transport improvements	Contribution to the development and implementation of public realm improvements in the vicinity of Dollis Hill Station. The scheme will improve accessibility to public transport as well as the public realm and facilities for pedestrians and cyclists. It will focus on the north side of the station and access to bus services.	Dudden Hill	The project will mitigate against the potential negative impact of developments in the area by smoothing and calming traffic and improving public transport accessibility and facilities for pedestrians and cyclists in the area.	£50,000	No
Forty Lane - The Paddocks local safety scheme	Local safety	Continuation of scheme developed in 2014/15 to improve traffic signal junctions and road safety between Bridge Road and the Paddocks. The scheme will also include a 20mph speed limit of the vicinity of the new school and new pedestrian and cyclist's facilities.	Barnhill	The project will mitigate against the potential negative impact of developments in the area by smoothing and calming traffic and improving facilities for pedestrians and cyclists in the area. The scheme supports the borough plan objectives of; making Brent a safer, more attractive and more environmentally friendly borough; Better lives- enabling people to live	£180,000	Yes

Project name	Sub-theme	Project description	Ward (and Growth Area)	Comments	S106 budget	Capital funding substitute ?
				healthier lives and reducing health equalities (by participating in active travel, namely walking and cycling); Better place - making sure Brent is an attractive place to live with a pleasant environment. It meets the aim by April 2016 to promote and support the development of sustainable transport opportunities and managing the use of the road network through reduced congestion and traffic flow, increased footfall and improved pedestrian, cycling and public transport facilities.		
Fulton Road Olympic Way pedestrian crossing	Local safety	Improvements to the pedestrian crossing facility in Fulton Road at the junction with Olympic Way. The scheme will be developed to support the Wembley Area Action Plan and in consideration of planned development in the area. Measures will include new and improved pedestrian crossing facilities to accommodate visitors to the Brent Civic Centre and London Designer Outlet as well as improve the link to Wembley Park Underground station.	Tokyngton	The project will mitigate against the potential negative impact of developments in the area by smoothing and calming traffic and improving crossing facilities for pedestrians and cyclists in the area.	£120,000	Yes
Kensal Rise station interchange	Public transport improvements	Contribution to the development and implementation of public realm improvements in the vicinity of Kensal Rise Station and bus interchange. The scheme will improve accessibility to public transport as well as the public realm and facilities for pedestrians and cyclists. A scheme is being developed following meetings with Councillors, the GLA, TfL and local	Queens Park	The project will mitigate against the potential negative impact of developments in the area by smoothing and calming traffic and improving public transport accessibility and facilities for pedestrians and cyclists in the area.	£35,000	Yes

Project name	Sub-theme	Project description	Ward (and Growth Area)	Comments	S106 budget	Capital funding substitute ?
		residents groups.				
Kingsbury town centre major project	Town centre	Public realm, public transport accessibility cycling and road safety improvements in Kingsbury Town Centre. Transportation have commissioned consultants for community engagement and the creation of ' A Vision for Kingsbury - Town Centre Charter'. This will be used to create design concepts and visualisations for applying to Transport for London for Major Scheme funding for 2018/19. The scheme affects four wards, Queensbury, Fryent, Kenton and Barnhill. This scheme will include widened footways, new cycle parking, pedestrian crossing facilities, removal of street clutter, and other measures to create a safer pedestrian and cyclist environment. The estimated cost of delivering the scheme is estimated to be in the region of £3.7M. It will be delivered over several years and extent and programme will depend on securing TfL funding in future years. Queensbury, Fryent, Kenton and Barnhill wards.	Queensbury	The project promotes the use of sustainable transport through the improvement of walking and cycling facilities in the area and accessibility to public transport. This will help reduce car dependency to mitigate the affect of development in the area. Funding to progress the project was approved in the Local Implementation Plan report to Cabinet in September 2014. Consultants have engaged with members and the local community in recent months and there is strong support.	£400,622	Yes
Olive Road local measures	Local safety	Development of local safety and public realm improvements to mitigate the effect of development in the area. The scheme will include road safety measures and new pedestrian and cyclists	Mapesbury	The project will mitigate against the potential negative impact of developments in the area by smoothing and calming traffic and improving public transport accessibility and facilities for pedestrians and cyclists in the area.	£157,000	No

Project name	Sub-theme	Project description	Ward (and Growth Area)	Comments	S106 budget	Capital funding substitute ?
		faculties along with enhancements to the public realm. The contribution will be used for design, consultation and implementation.		The scheme has been previously approved in the LIP report to Cabinet in September 2015 and there is strong local support for action.		
Alperton CPZ	Controlled parking zone	Contribution to expansion of the Alperton CPZ as mitigation against the effects of development in the Alperton Regeneration Area and specifically new housing at 243 and 255 Ealing Road. Stage 1 of the CPZ is programmed for implementation in 2015/16 following Highways Committee approval in January 2015. Parking controls will promote the use of sustainable transport in the Regeneration area and reduce congestion.	Alperton	The scheme has been approved by Highways Committee in January 2015 and has strong member and community support. The scheme will be subject to consultation with local councillors and the public. There is not any funding available at present and this will rely on the development at 255 Ealing Road coming forward to provide the money.	£0	No
Kilburn town centre major project	Town centre	Tri-borough scheme with Camden and Westminster to deliver public realm, public transport accessibility cycling and road safety improvements in Kilburn Town Centre. The scheme has been in development since 2012 and Camden have completed the modelling and preliminary design. Brent will lead on the application for major funding and if successful the implementation of the project in the section under the management of Brent (approx. £3M) Camden will complete the section under their management. The scheme will also address the high number of collision accidents and casualties in	Kilburn	The project promotes the use of sustainable transport through the improvement of walking and cycling facilities in the area and accessibility to public transport. This will help reduce car dependency to mitigate the affect of development in the area. The scheme supports the borough plan objectives of; making Brent a safer, more attractive and more environmentally friendly borough; Better lives- enabling people to live healthier lives and reducing health equalities (by participating in active travel, namely walking and cycling); Better place - making sure Brent is an attractive place to live with a pleasant environment. It meets the aim by April 2016 to promote and support the development of sustainable transport opportunities and managing the use of the	£100,000	Yes

Project name	Sub-theme	Project description	Ward (and Growth Area)	Comments	S106 budget	Capital funding substitute ?
		this area and indirectly support the South Kilburn Regeneration area through improvement to the local town centre. Kilburn and Brondesbury Park Wards affected.		road network through reduced congestion and traffic flow, increased footfall and improved pedestrian, cycling and public transport facilities in town centres.		
Peel Precinct enabling works	Public realm	Development of project to support the regeneration of South Kilburn in collaboration with the South Kilburn Project team and in particular the Peel Precinct development. This will include links to the £550,000 Carlton Vale Cycle Route to be implemented in 2015/16, which currently divides the regeneration area, as well as linking the existing area with new development. Measures will include improvements to the public realm and pedestrianized streets, reverting to shared traffic areas to unlock the Peel Precinct site, public transport accessibility, cycling and pedestrian facilities over 2016/17.	Kilburn	The work to roads around the Peel Precinct is an ideal use of S106 funds to make improvements to the public realm and connectivity whilst also encouraging the further development of the area by unlocking the Peel Precinct. The amount of funding could be increased if the scope of the project changes during design work.	£350,000	No
Alperton Community School public realm improvements	Public realm	Alperton Community School is being rebuilt under the EFA Priority School Building Programme to allow all pupils to be accommodated on a single site facility in Ealing Road. This will result in a significant increase in pupil numbers and activity adjacent to the new school entrance/frontage in Ealing Road near to Alperton underground station. The footway along this section of Ealing Road is already congested particularly near to	Alperton	This project supports the development of the school by covering the cost of the highway works necessary to make the school's redevelopment acceptable in planning terms whilst also making improvements to the visual amenity of the area and local highway and pedestrian safety. This funding negates the necessity to potentially fund such schemes from unsupported borrowing.	£400,000	Yes

Project name	Sub-theme	Project description	Ward (and Growth Area)	Comments	S106 budget	Capital funding substitute ?
		existing bus stops. A scheme is being designed to improve the public realm and road safety in Ealing Road by providing better public space provision and improved pedestrian facilities adjacent to the school. The scheme will also support and be integrated with joint Transport for London/LB Brent proposals to improve the public space to the front of Alperton Station. The timing of implementation of the proposed scheme will need to be co-ordinated with the school building works and all works completed in advance of the new school opening in September 2017.				
Ark Elvin School highway works	Local safety	Proposals to redevelop the Ark Elvin school in Wembley High Road (planning ref: 15/3161) will involve the formation of a new pedestrian access to the school alongside the Brent House car park exit (the current entrance is on Cecil Avenue). As such, pupils using eastbound buses will need to cross High Road close to Ecclestone Place, rather than at the crossing near Cecil Avenue as at present. There is therefore an identified need for a new signalised pedestrian crossing at this location to allow pupils to safely cross the High Road. The crossing will need to in place prior to the opening of the redeveloped school currently programmed for January 2018.	Wembley Central	This project supports the development of the school by covering the cost of the highway works necessary to make the school's redevelopment acceptable in planning terms whilst also making improvements to local highway and pedestrian safety. This funding negates the necessity to potentially fund such schemes from unsupported borrowing. There may be scope to extend these works, subject to funding availability (currently S106 funding in this part of the borough is limited), if it was considered beneficial to the marketing of the residential site envisaged to the front of the redeveloped school.	£80,000	Yes

Project name	Sub-theme	Project description	Ward (and Growth Area)	Comments	S106 budget	Capital funding substitute ?
Unattended Camera Installation - Kingsbury Road (Slough Lane)	Public transport improvements	Supply, commission and install unattended traffic compliance cameras at box junctions with known non-compliance. The effect of the project will be to improve public transport journey times through improving bus lane compliance and relieving congestion; the cameras will also be erected with a view to improving road safety through the enforcement of banned manoeuvres	Fryent	Sustained traffic compliance measures improve the flow of traffic in the local area thereby improving public transport journey times and vehicular access to the local development; the allocation of S106 funding negates the necessity to potentially fund such schemes from unsupported borrowing and the unattended nature of the cameras mean on-going revenue costs are minimised.	£25,000	Yes
Local Measures	Various	Targeted local safety, accessibility, and ad-hoc improvements to address local issues using localised S106 allocations prioritising those that are near expiry. Measures will include improvements to the public realm, public transport accessibility, cycling and pedestrian facilities over 2016/17. All wards.	Borough-wide		To be confirmed	No
Education					***£319,301***	
Carlton Vale Infant & Kilburn Park Junior	Capital Schools Programme	Proposed new school building for amalgamated and expanded schools: deliver a high quality 3FE new school, that will provide 630 school places and 100 nursery places to meet the demand for pupil places in South Kilburn, by September 2017	Kilburn	These projects meet Borough Plan objectives Better lives for children and families and all these projects are suitable for S106 funding as school expansion mitigates the impact of new development. Investment in schools also attracts investment into the area by supporting the school in raising standards. Schools performing well attract local investment	£122,545	No, the S106 allocation to the schools programme does not represent additional expenditure to the capital

Project name	Sub-theme	Project description	Ward (and Growth Area)	Comments	S106 budget	Capital funding substitute ?
						programme but rather an alternative funding source.
Elsley Primary School	Capital Schools Programme	Proposed 2FE permanent expansion of primary school from September 2016	Wembley Central	As above	£60,701	No
Islamia Primary School	Capital Schools Programme	Proposed new 2FE primary school building	Queens Park	As above	£106,055	No
Stonebridge Primary School	Capital Schools Programme	Proposed 1FE permanent expansion of primary school from September 2015	Stonebridge	As above	£25,500	No
Uxendon Manor Primary School Expansion	Capital Schools Programme	Permanent expansion of Uxendon Manor Primary School by 2FE to meet local demand for school places.	Kenton	As above	£4,500	No
Employment					***£210,085***	
Working People Working Places	Training and skills	Whole Place Community Budget pilot, providing a holistic offer to residents of St Raphael's estate and ensuring that their wider needs are understood so that they can be supported to improve their skills and confidence and access employment. This is a place-based approach that focuses on engaging with and building relationships with the community to help them engage with available support and to then build their own resilience to support their own aspirations.	Stonebridge	There are no legal impediments to using this funding for this project; it was secured for this purpose.	£59,835	No, the Employment schemes will only progress on the basis of available S106 funding.
Care Leavers Employment Support	Training and skills	Match-funding a West London Alliance (WLA) proposal to secure JCP Flexible Support Funding, to	Tokyngton	There are no legal impediments to using this funding for this project; it was secured for employment and training purposes.	£17,000	No

Project name	Sub-theme	Project description	Ward (and Growth Area)	Comments	S106 budget	Capital funding substitute ?
		deliver bespoke support to care leavers across the borough, helping them to improve their skills and access employment. The additional support will be commissioned to ensure a provider is working collaboratively with the care leaver's team to provide an integrated offer that assists the transition from being in care to being an adult with reduced levels of support.				
Brent Works employment officer	Training and skills	Employ three Employment Officers to supplement the service being developed through the New Homes Bonus and ESF funding. The team is responsible for: providing on-going recruitment support to employers at the London Designer Outlet; supporting new developers, their suppliers, and other employers who come into Wembley Park through regeneration; developing a hotel training model at Novotel in Shubette House to improve in-work progression for people in this sector. The team also targets high vacancy, growth employers in Wembley including those in the retail, hospitality, and social care sectors for apprenticeships and vacancies. The costs also cover the lease and building costs for the Wembley Works office. The service will be extended to develop relationships with	Tokyngton	There are no legal impediments to using this funding for this project; it was secured for employment and training purposes.	£133,250	No

Project name	Sub-theme	Project description	Ward (and Growth Area)	Comments	S106 budget	Capital funding substitute ?
		employers across the borough, particularly in growth areas and Park Royal, working closely with the Park Royal Business Group.				

APPENDIX 2 - List of money proposed to be committed in the above budget that is due to expire by March 2017

To expire during FY 2016-17
Grey denotes cannot be used for any other purpose. White denotes Standard Charge money and so can be used for any of the Standard purposes if necessary.

These amounts should be noted as should the proposed projects do not go ahead, it will be necessary to quickly identify and commission alternative projects.

Oracle code	Proposed for project code	Draft budget amount	Expiry date
207	TN/16/02	£32,311	01/12/2016
188	TN/16/02	£5,000	10/02/2017
195	TN/16/04	£4,699	01/02/2017
195	TN/16/12	£32,000	01/02/2017
195	LD/16/04	£28,911	01/02/2017
39	LD/16/09	£4,438	11/12/2016
207	EE/16/01	£59,835	01/12/2016
207	EE/16/02	£17,000	01/12/2016
207	EE/16/02	£86,350	01/12/2016
195	EE/16/02	£9,853	01/02/2017
	TOTAL	**£280,397**	

APPENDIX 3 – List of money not committed that is due to expire by March 2019

List of money that is not proposed to be committed in the above budget that is due to expire by March 2019

Grey denotes cannot be used for any other purpose. White denotes Standard Charge money and so can be used for any of the purposes in the contribution cell.

Service Units should note these amounts and ensure suitable projects are proposed in the 2016 round of budget-setting for projects in 2017-18.

Oracle code	Address	Ward	Purpose of contribution	Earmarked or allocated to	Available to commission	Expiry date
305	39 & 41, Hillside, Stonebridge	Stonebridge	Towards Children play area and recreational facilities and open space	Amenity or Recreation	£47,545.86	14 Mar 19
304	Land next to Stonebridge Park Hotel, Hillside, Stonebridge, London	Stonebridge	Education, sustainable transport, sport and/or open space	Transport	£68,220.50	14 Mar 19
304	Land next to Stonebridge Park Hotel, Hillside, Stonebridge, London	Stonebridge	Education, sustainable transport, sport and/or open space	Amenity	£30,000.00	14 Mar 19
301	Land at junction of Capitol Way and Edgware Road London NW9 (Wickes Sites)	Queensbury	Air Quality, Education, Open Space and Sports Contribution	Amenity	£600,000.00	25 Feb 19
301	Land at junction of Capitol Way and Edgware Road London NW9 (Wickes Sites)	Queensbury	Air Quality, Education, Open Space and Sports Contribution	Amenity or Recreation	£338,701.04	25 Feb 19
301	Land at junction of Capitol Way and Edgware Road London NW9 (Wickes Sites)	Queensbury	All or any of: (a) the Edgware Road/Colindale Avenue; (b) provision of a City Car Club; (c) **TFL Edgware Road Traffic Model**; (d) general NCA	Transfer to external	£20,000.00	25 Feb 19
300	Former Guinness Brewery Site, Rainsford Road, Park Royal, NW10	Stonebridge	Sustainable transport and to fast bus and pedestrian and cycling routes to and from the development to local bus and tube services	Transport	£265,537.30	25 Feb 19
300	Former Guinness Brewery Site, Rainsford Road, Park Royal, NW10	Stonebridge	Towards Trees for Park Royal Project	Amenity	£3,540.50	25 Feb 19
300	Former Guinness Brewery Site, Rainsford Road, Park Royal, NW10	Stonebridge	Landscaping and environmental improvement in the local area	Amenity	£14,161.99	25 Feb 19
298	Allotments R/O 1-31 odd, Wembley Hill Tennis Club	Tokyngton	Environmental improvements in the area	Amenity	£9,740.28	24 Dec 18

	Grounds & Sports and Social Club, Vivian Avenue, Wembley, HA9					
291	Car park, Brook Avenue, Wembley	Preston	Towards the making of the Traffic Regulation Order	Transport	£5,000.00	11 Oct 18
281	NORTHWAY GARAGE, North End Road, Wembley, HA9 0AD	Tokyngton	Towards improvements of open space in the Borough	Amenity or Recreation	£166,753.43	12 Aug 18
94	Land between Cumberland Avenue and Rainsford Road, London NW10	Stonebridge	Sustainable transport in the local area but not limited to a Fast Bus	Transport	£40,000.00	03 Feb 19
73	EX UNISYS, Brentfield, Stonebridge, London, NW10 0RH	Stonebridge	To be utilised by the Council towards any works necessary for the provision of additional and/or improved refurbishment and future maintenance of pedestrian walkways pavements and/or road crossings and/or any other non-car access improvements to the development	Transport	£29,632.67	24 Jun 18
				TOTAL	**£1,638,833.57**	

APPENDIX 4 – List of Directorates, Services and staff consulted

Directorate	Strategic Director	Service Department	Operational Director	Service Unit/Theme	Head of Service (or equivalent)	Project manager(s)
Chief Operating Officer	Lorraine Langham	Community Services	Chris Whyte	Pubic Realm (Amenity, Recreation)	Amanda Haines	Amanda Haines
Chief Operating Officer	Lorraine Langham	Community Services	Chris Whyte	Culture (Recreation, Sports, Social, Public Art, Community Facilities)	Rashmi Agarwal	Rez Cameron (Recreation), plus others TBC
Chief Operating Officer	Lorraine Langham	Community Services	Chris Whyte	Transportation (Transport, Amenity, Public Realm)	Tony Kennedy	Sandy Fazekas, Rachel Best
Chief Operating Officer	Lorraine Langham	Community Services	Chris Whyte	Parking & Lighting (Environment, Sustainability & Carbon, Street Trees)	Gavin Moore	Andrew Clarke
Chief Operating Officer	Lorraine Langham	Community Services	Chris Whyte	CCTV (Social, Community Safety)	Chris Williams	Alvin Wakeman
Regeneration & Growth	Andy Donald	Planning & Regeneration	Aktar Choudhury	Regeneration Investments (Growth Areas)	TBC	Veneesha, Cecile
Regeneration & Growth	Andy Donald	Planning & Regeneration	Aktar Choudhury	Landscape (Amenity)	Paul Lewin	Martin Page
Regeneration & Growth	Andy Donald	Planning & Regeneration	Aktar Choudhury	Regulatory Services (Environment)	David Thrale	Jennifer Barrett
Regeneration & Growth	Andy Donald	Property & Projects	Richard Barrett	Schools Capital Programme (Education)	Richard Barrett	Cheryl Painting
Regeneration & Growth	Andy Donald	Property & Projects	Richard Barrett	South Kilburn Programme (Growth Area)	Peter Snowdon	Marie Frederick
Regeneration & Growth	Andy Donald	Housing & Employment	Jon Lloyd-Own	Employment & Skills (Employment)	Matt Dibben	Sally Spurr
Regeneration & Growth	Andy Donald	Housing & Employment	Jon Lloyd-Own	Housing (Affordable Housing)	Jon Lloyd Owen	Jonathan Kay plus TBC

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Brent	**Cabinet** 8 February 2016 **Report of the Strategic Director, Community Wellbeing**
	Wards Affected: ALL

Housing Revenue Account (HRA) Budget and Rent-setting for Council Dwellings for 2016/17

1.0 Summary

1.1 This report sets out the Housing Revenue Account (HRA) forecast outturn for 2015/16 and the proposed HRA budget for 2016/17 as required by the Local Government and Housing Act 1989. The proposed annual budget takes account of the national rent reductions as required by Government. This will reduce rental income by £498,000 compared with 2015-16 with further reductions required each year to 2020.

1.2 To offset this it is necessary to make significant savings to revenue budgets over this period and the budget for 2016-17 includes provision for initial efficiency and other savings. Further savings will be required in future years to assure the future financial sustainability of the HRA and to support the programmes for stock investment and new housing development agreed through the HRA Asset Management Strategy in 2013.

1.3 The proposed HRA annual budget for 2016-17 sets out proposed expenditure for housing management services, stock investment and maintenance works and new council housing development programmes as well as rent and service charge setting proposals for 2016/17. This report also sets out rent-setting proposals for other council managed partnerships by Hillside (Hyde Group) and for the Residential Pitches portfolio.

1.4 HRA Business Plan Budget:

The proposed annual Management Fee for BHP for 2016/17 is £7.5m, which reflects efficiency savings of 9.7% once allowance for additional costs relating to pensions and National Insurance are taken into account. There is a saving of £0.73m from 2015/16 (BHP managed budgets) from estate services whilst making provision for some additional works. On the basis of the proposed budget, an outturn surplus of £400,000 is projected for 2016/17. Additional borrowing of £9m to fund capital expenditure for stock investment and the development of new homes is proposed, bringing total borrowing to a forecast of £146m against the HRA borrowing limit of £200m.

1.3 HRA Rent Setting and Service Charges 2016-17:

In accordance with the requirements of the Welfare and Reform Bill, rent decreases of 1% for 2016/17 are proposed and limited changes to service charges are set out. The report also includes proposals for rents (and service charges) for the non-HRA Brent Stonebridge homes managed by Hyde (Hillside) and for residential licenced pitches.

1.4 Management Services 2016-17:

This budget proposes a series of Management Service Reviews in 2016-17, including the continuation of the BHP Operating Model Review commenced in late 2015. Other proposed management reviews include for Tenant Management Organisation (TMO) managed services and Residential Pitches services. These reviews will focus on cost, quality, performance and customer satisfaction. This report also seeks approval to amendments to certain terms and conditions of Council Secure Tenancies addressing Anti-social Behaviour, Pets in Homes Policy and Landlord Access to Properties following tenant consultation undertaken in 2015.

1.5 Stock Investment and Improvement Programmes 2016-17:

This budget proposes planned investment improvements to approximately 1700 homes in 2016/17 (2000 homes will be programmed for improvement). This will continue to progress the Council's commitment to bring all homes up to the agreed investment standard over 7 years by 2021 as per the council's agreed Asset Management Strategy 2013. Total capital and revenue stock investment expenditure is budgeted at £33.789m in 2016-17.

1.6 Development Programmes 2016-18:

This budget proposes provision for further programmes of new infill housing development programmes of £14.657m in 2016/17 and £19.51m in 2017/18, with additional General Fund provision of £2.083m 2016/17 and £1.289m for the development of new accommodation for independent living (NAIL). This proposed development programme will provide 155 new affordable homes and 16 additional new independent living homes. The budget proposal also includes a £1.476m Management Fee to support staffing and technical support to deliver the development programme.

2.0 Recommendations

That Cabinet:

2.1 HRA Business Plan Budget 2016-17:

a) Note the HRA forecast outturn for 2015/16 as set out in section 3.1.1 (Table 1) – Budget Outturn Table 2015/16 of this report and to*:*

b) Approve the proposals and agree the savings and budget reductions for the HRA budget for 2016/17, as set out in Table 15 of this report and agree that they be included in the overall Budget for 2016/17 for approval by Full Council in February 2016.

c) Approve the HRA budget growth for 2016/17 of £512k and the use of £3.504m of one-off available resources.

2.2 HRA Rent Setting 2016-17:

a) Approve an average overall rent decrease (excluding service charges) from April 2016 of £1.15 per dwelling per week, for HRA council dwellings, which is an average overall rent decrease of 1%.

b) Agree an average overall rent decrease from April 2016 of £1.26 per dwelling per week for Hillside Dwellings, which is an average overall rent decrease of 1% as set out in section 3.2.2 (Table 6) of this report

c) Approve an average overall licence decrease (excluding service charges) from April 2016 of £2.45 per pitch, per week, for residential council pitches, which is an average overall licence decrease of 1% as set out in section 3.2.3 (Table 7) of this report.

2.3 HRA Service Charges 2016-17:

a) Agree the following Service Charges from April 2016:

i. Concierge Service Charge: An average increase from £7.76 to £9.04 per week, to meet the actual costs of providing this service.
ii. Agree all other Service Charge amounts will remain the same in 2016/17 as in 2015/16.
iii. A review of Helpline Service Charges, including service-user consultation, is carried out in 2016-17 to consider the service specification and costs.

b) Agree an increase in Garage Rents, as set out in section 3.3.3 and in Table 11 of this report.

c) Agree to increase the service charges for Hillside dwellings from April 2016 by an average of 0.6% (an average of £0.36 per dwelling per week) as set out in section 3.3.2 (Table 9) of this report.

2.4 Management Services 2016-17:

a) Agree a Management Fee for Brent Housing Partnership of £7.458m for 2016/17 which reflects an efficiency saving as set in section 3.1.3 (Table 3).

b) Note that a review of BHP's Operating Model is underway with a further report to be made to Cabinet in 2016-17 with recommendations for service improvement and cost savings.

c) Agree the amendments to the Council's Tenancy Terms and Conditions for Brent Council Introductory and Secure tenants as set out in section 3.4.1 of this report, taking account of responses to consultation that has been undertaken.

d) Approve a programme of financial and service reviews to be carried out in 2016/17 to review the cost, quality and customer satisfaction of:

I. Tenant Management Organisation - Watling Gardens
II. Tenant Management Organisation - Kilburn Square
III. Residential Site Pitch Managed Services

e) Approve a review of the existing Helpline and Estate Wardens Services in 2016-17 to consider future service arrangements including considerations of cost, quality and customer satisfaction.

f) And agree to report to Cabinet on the outcome of the reviews, as set out in 2.4 b), 2.4 d) and 2.4 e) above.

2.5 HRA Stock Investment Programmes 2016-17:

a) Approve an overall HRA stock investment programme of £33.789m for 2016/17, as set out in **Appendix 1** of this report.

2.6 HRA Development Programmes 2016-18:

a) Agree a Phase 1 (infill) Council New Build Development Programme HRA budget of £8.373m for 2016/17 and £6.415m for 2017/18 to complete 61 homes.

b) Approve the HRA Development Agency Fee of £608K for 2016-17 and £139K General Fund Development Agency Fee within the Phase 1 and Phase 2 budget at a) above as set out in section 3.6.1 and in Table 14 of this report.

c) Agree a Phase 2 (infill) Council New Build Development Programme HRA budget of £6.284m for 2016/17 and £13.095m for 2017/18 to develop 94 homes.

d) Agree a feasibility budget of £478k for Phase 2 (Infill) within the Phase 2 Infill budget at c) above and £250k for Phase 3 (Infill) in 2016/17 to progress future pipeline schemes.

e) Agree a Phase 2 (NAIL) New Accommodation Independent Living Development Programme General Fund budget of £2.083 for 2016/17 and £1.289m for 2017-18 to complete 16 homes.

3.0 Detail

3.1 The Housing Revenue Account (HRA):

The Housing Revenue Account contains the income and expenditure relating to the Council's landlord duties in respect of approximately 8060 dwellings. The HRA is a 'ring-fenced' account receiving no subsidy from the Council's General Fund nor subsidising the General Fund.

The proposed budget takes account of the rent reductions required by Government under the Welfare Reform and Work bill between 2016 and 2020. These will significantly reduce the income to the HRA and a number of budget savings are proposed to mitigate the impact of this.

The Housing and Planning Bill includes provisions that will impact on the HRA, in particular the requirement to give consideration to the disposal of 'high-value' properties when they become vacant and to make an annual payment to government from such assumed disposal receipts. At this point it is not possible to estimate the potential impact on the HRA and a further report will be brought to Cabinet when the final national provisions and their impact is better known.

3.1.1 HRA Annual Budget Outturn 2015/16

A summary of the HRA forecast outturn for 2015/16 is contained in Table 1. It can be seen that the surplus carried forward to 2016/17 is forecast to be £4.4m which is £4m more than the surplus of £400k that was budgeted. This additional £4m will be available to support one-off expenditure in the 2016/17 budget.

The major budget variances are as follows:

- **HRA surplus bought forward** - The final audited accounts for 2014/15 show a surplus of £4,483m, which exceeds the budgeted amount of £1,178k by £3,305k. This additional surplus has, in turn increased the projected surplus for 2015/16. The main reasons for this increased surplus were: variances relating to repairs and maintenance expenditure, provision

for bad debt, general management costs and the costs of providing grounds maintenance services.

- **Rental income** - Following a detailed review of income arising from tenanted dwellings, rental income in 2015/16 is forecast to be £901k less than budgeted. This is mainly due to increased Right to Buy sales and longer than targeted void turnaround times. This forecast also includes the impact of short-life properties in regeneration areas.

- **Leaseholder Service Charge income**– A £565k adjustment following the re-tendering of the Building Insurance Contract has seen costs fall by approximately 50% matched by reduced income collected from leaseholders in 2015/16. However, this reduction in costs had not been reflected in the budget.

- **Rent and Rates** - This expenditure budget is forecast to underspend by £547k mainly due to a reduction in Premises Insurance Contract costs.

- **General Management** - This expenditure budget is forecast to underspend by £574k. This includes a number of favourable variances including increased Right to Buy administration income, reduced management fees and central recharges.

- **Housing Repairs** - This expenditure budget is forecast to underspend by £766k and relates to a reduction in responsive repairs costs.

- **Housing Planned and Cyclical Works** – This reflects slippage in the programme of external decorations and repairs and other planned maintenance works charged to revenue.

- **Provision for Bad Debts** – Forecasted tenant arrears (due to Welfare Reform) is £230k lower than originally anticipated. This in part reflects the contribution from discretionary housing payments for tenants impacted by Welfare Reform and the results of the work of the BHP Welfare Reform Team funded by the council.

Table 1: Budget Outturn 2015/16

HRA Summary – Forecast Budget 2015/16 Vs Original Budget and Variance				
Description	**(1) Original Budget**	**(2) Forecast Out turn**	**(3) Variance £000's**	**Variance Explanation**

	2015/16 £000's	2015/16 £000's		
Rent and service charges Income	-52,505	-51,605	901	Reduced income due to increased RTB sales, voids and reduction in the number of short life properties
Leaseholder Service Charges	-2,760	-2,195	565	Reduction in income inline with the reduction in insurance costs following the retender of contracts
Non Dwelling Rent	-254	-249	5	
Other Income	-59	-11	48	
GROSS INCOME	**-55,579**	**-54,060**	**1,519**	
Provision for Bad Debts	1,158	928	-230	Forecast reduction in tenant arrears
Rent and Rates	1,733	1,186	-547	Reduced expenditure on Premises insurance
Services	590	590	0	
Capital Financing	8,440	8,340	-100	Reduced Debt Management Expenses
Depreciation	17,674	17,674	0	
Major Repairs Allowance (MRA)				
General Management	10,900	10,326	-574	Forecast reduced core recharges and management fees
Special Management	4,866	4,853	-13	
Housing Repairs	10,995	10,229	-766	Reduced expenditure on responsive repairs, cyclical and planned M&E
GROSS EXPENDITURE	**56,357**	**54,127**	**-2,229**	
NET BUDGET	**778**	**67**	**-711**	
Surplus B/Fwd	-1,178	-4,483	-3,305	Remaining income from unused balances in 2015/16
Transfer from Earmarked Res		0	0	
Surplus C/Fwd	-400	-4,416	-4,016	
TOTAL	**0**	**0**	**0**	Available balances to fund expenditure on Major Repairs

3.1.2 Revenue Budgets

The Government's required rent reductions of 1% per annum in each of the four years from April 2016 will significantly reduce income to the HRA. This will be exacerbated by the loss of stock through Right to Buy, the

redevelopment of existing units in the South Kilburn Regeneration Programme and the potential disposal of 'high-value' properties to fund required payments to Government.

To compensate for the loss of rental income revenue costs will need to be reduced both in 2016/17 and in subsequent years in order to ensure that the HRA remains financially sustainable. The Government's rent policy after 2020 is not known and the HRA needs to be put in a strong financial position to maximise its ability to manage any further rent reductions or restraints that are required in the longer-term and the impact of the government's other housing reforms.

For 2016/17 initial savings have been identified from BHP's Management Fee and from service budgets that are managed by BHP. To realise further savings a comprehensive review of BHP's services and operational arrangements has been jointly commissioned in 2015 by the council and BHP in order to reduce costs and reform and modernise services. This review is currently underway and the results of this review with proposals for the new Operating Model will be reported to Cabinet early in 2016/17. This review will set out recommendations for efficiency savings and cost reductions in the BHP Management Fee and in other service budgets managed by BHP, for the period to 2020/21 to provide a clear basis for business and financial planning over this period.

3.1.3 Brent Housing Partnership – Proposed Management Fee for 2016/17

The Management Agreement between the Council and BHP, which expires on 31st March 2023, requires each year that a Management Fee is negotiated and agreed. The fee has to be consistent with delivery plan requirements and the general requirement to reduce operating costs year by year.

In previous years the management fee has been based upon 2-3% efficiency savings in addition to pro rata reductions based upon loss of stock under management which has enabled continuous reductions in the management fee.

For 2016/17 an initial efficiency savings of 9.7% is proposed plus a reduction of 1.8% relating to stock loss through the regeneration programme at South Kilburn. A combined reduction of 11.5% is proposed which equates to a reduction of £0.685m.

Table 2 – Summary Efficiency Saving

	Stock loss savings	Efficiency Savings	Accommodation	Total Saving in year	Savings as a % of management fee

Year	£000's	£000's	£000's	£000's	
2014/15	73	174	341	588	7%
2015/16	72	214		286	4%
2016/17	107	578		685	11.5%
	269	**950**	**341**	**1,560**	

This, however, is offset by allowances for an increase of 1% in National Insurance contributions, a 3.3% increase in pension costs under the Local Government Pension scheme (LGPS), pay award increases, and an increase in service level agreement charges by the council to BHP. These increases total £446k.

The net reduction is therefore £191k with the proposed Management Fee for 2016/17 being £7.458m as shown in Table 3 below.

Table 3 – BHP Proposed Management Fee for 2016/17

	£000's
BHP Management Fee 2015/16	7,649
Efficiency Savings 2016/17 (9.7%)	578
Stock loss reduction (1.8%)	107
Sub-total	**6,964**
Add Growth Items	494
Management Fee 2016-17	**7,458**
Net Reduction	191

Managed Budgets and Efficiency Savings

On behalf of the council, BHP has undertaken a zero-based budgeting review of the managed accounts in 2015. The largest of these relates to Responsive Repairs with a saving of £0.3m against the £7.4m responsive repairs budget for 2015/16. The other contracts, which are mainly externally contracted, include estate services, block cleaning, grounds maintenance and asbestos management. In total the review has identified scope for savings of over £1m across these services in 2016/17. Further detail on these savings is set out in Appendix 2 to this report.

In 2016/17 it is intended to undertake a review of the Estate Wardens service which costs approximately £0.7m per annum. This will include consultation with tenants and leaseholders on the future of the service and its scope. This service is currently funded from the overall income to the HRA and the review will include examination of options for its funding including that of introducing a service charge. The results of the review will be reported to Cabinet in 2016/17.

Additional expenditure of £199k within the Managed Budgets is required to improve services:

These include:

- Stock Condition Survey to improve capital programme and budget-planning - £25k
- Enhanced Tree Works Programme - £17k
- Increased Maintenance of un-adopted Roads- £100k

There are also a number of contractual inflationary uplifts in BHP managed contracts which will incur additional expenditure of £57k.

Overall a £0.83m reduction in these Managed Budgets, equivalent to a 5.1% reduction is proposed. Further detail on the proposed budgets is set out in Appendix 2.

3.2 Proposed Rent Setting for HRA Dwellings - 2016/17

3.2.1 The government introduced the Welfare Reform and Work Bill to the House of Commons on 9 July 2015 following the Chancellor of the Exchequer's budget on 8 July 2015.

Clauses 21 to 28 of the Bill sets out the government's policy for social housing rents, which if enacted in its current form, requires all Registered Providers of social housing, including Local Authority landlords, to reduce rents by 1% per year, for four years with effect from April 2016.

In November 2013, the Council agreed a HRA Asset Management Strategy. This Strategy included a five-year Rent Policy for 2014-19 to provide sufficient resources to fund the proposed stock investment and development programmes set out in the strategy.

This Rent Policy provided for rents to increase each year by:

- CPI plus 1% for those properties already at Target rents
- And by CPI plus 1% plus £2 for those properties where the rent was below Target rent.

Once enacted, the provisions of the Bill will leave no discretion to the Council in respect of rent increases and will require that rents are reduced from April 2016.

In 2016/17 rental income will be £498k less than in 2015/16 and £3.23m less than it would have been had the Council's rent policy been allowed to continue. Table 4 below shows the impact of the rent reductions over the next four-years on rental income to the HRA:

Table 4 – Impact of rent reductions from 2016-2020

Scenarios	**2016/17**	**2017/18**	**2018/19**	**2019/20**
No. Tenanted Units	8,055	7,999	7,716	7,703
	£'000	**£'000**	**£'000**	**£'000**

Forecast Rental Income based on previous rent policy	50,410	52,153	53,081	54,010
Forecast Rental Income following change of government rent policy	47,180	46,426	46,204	46,545
Impact of change of rent policy per annum	-3,230	-5,727	-6,877	-7,465

(figures relate only to the rent aspect of HRA income)

Over the next four years rental income will reduce in cash terms by £1.896m largely as a consequence of the rent reductions required, but also as a result of a reduction in the number of units over this period. In 2019/20 rental income is, however, projected to be £7.465m less than it would have been under the Council's pre-existing rent policy.

It is therefore necessary to make revenue savings in the HRA to compensate for this income loss, both in 2016/17 and in subsequent years.

Initial savings have been identified in the BHP Management Fee and in other service budgets managed by BHP. Taking account of the 1% rent reduction in 2016/17, and the proposed savings, funding for the proposed stock investment programme in 2016/17 and the development of new homes in 2016/17 and 2017/18 can be afforded within the Housing Revenue Account.

Proposals for additional savings are being developed and will be further reported to Cabinet to ensure that the HRA remains financially robust and that sufficient resources are available in future years to complete the stock investment programme and for new-build development.

Table 5 sets out the current average 2015/16 rents and the proposed rents for 2016/17, taking account of the 1% reduction required.

Table 5 – Current average rents and proposed rents for 2016/17

Bed Size	Number of Properties	Average of Net Rent 2015/16 (£)	Average of Net Rent 2016/17 (£)	Average of Decrease in Rent (£)	Average of Decrease in Rent	Total Reduction in Income (£)
0	425	88.12	87.24	-0.88	-1%	-19,475
1	2530	102.06	101.04	-1.02	-1%	-134,271
2	2627	115.66	114.51	-1.16	-1%	-158,000
3	2062	127.73	126.45	-1.28	-1%	-136,957
4	413	138.95	137.56	-1.39	-1%	-29,841
5	62	148.83	147.34	-1.49	-1%	-4,798
6	9	152.56	151.04	-1.53	-1%	-714
Grand Total	**8128**	**114.53**	**113.38**	**-1.15**	**-1%**	**-484,056**

3.2.2 Hillside Rent Setting 2016/17– General Fund

In addition to the Council's dwellings contained within the HRA, the Council also continues to hold dwellings in the General Fund (GF). These dwellings were formerly held by the Stonebridge Housing Action Trust (HAT) and were transferred to Brent Council in August 2007 when the HAT was dissolved. The Council currently owns 328 properties under this scheme and Hillside Housing Trust (part of Hyde Housing Group) manages these properties on the Council's behalf through a PFI contract.

The Council has the responsibility for setting rents and service charges for these dwellings (in consultation with Hillside Housing Trust) and in line with the terms of the Private Finance Initiative (PFI) contract.

The framework for the annual rent setting for the Brent Stonebridge dwellings is contained in the 30 year PFI contract between Hyde Housing (Hillside Housing Trust) and the Council. As all Brent Stonebridge dwellings are now at target rent, the PFI contract sets out that rent increase/decrease for each year should be based on the Consumer Price Index (CPI) plus 1.0%.

However with the anticipated enactment of the Welfare Reform and Work Bill this requires Registered Providers to reduce the nominal rent for each individual tenant by 1% per year for four years commencing on the 1st April 2016. Table 6 below sets out the proposed rent levels for 2016/17. The reduction of 1% will decrease weekly rents (excluding service charges) by an average of £1.26 per week.

Table 6 – Range of Weekly Rents

	Weekly Rent 2015/16 (£)	Weekly Rent 2016/17 (£)	Decrease (£)	Decrease %	NO	Full Year Reduction
1 Bed Flat	103.41	102.38	(1.03)	-1.0	85	(4,571)
2 Bed Flat	122.43	121.21	(1.22)	-1.0	44	(2,801)
1 S/croft Elders	103.41	102.38	(1.03)	-1.0	16	(860)
2 S/croft Elders	122.43	121.21	(1.22)	-1.0	3	(191)
2 Bed House	132.98	131.65	(1.33)	-1.0	36	(2,489)
3 Bed House	145.74	144.28	(1.46)	-1.0	77	(5,836)
4+ Bed House	153.42	151.89	(1.53)	-1.0	70	(5,584)
ANNUAL TOTAL	**2,211,336**	**2,189,259**	**(1.26)**	**-1.0**	**328**	**(22,077)**

Under the PFI contract there will need to be an increase in the unitary charge paid by the Council in 2016/17 to reflect the difference between the income from the reduced rents and the rental income that would have been generated if rents had increased by CPI plus 1% as set out in the PFI contract.

3.2.3 Residential Pitch Licence -Rent Setting 2016/17 – General Fund

It is proposed for 2016/17 that the current licence charge will decrease by 1%, in line with rent reductions for social housing, as set out in Table 7 below.

Table 7 – Proposed Licence Charge for 2016/17

Proposed Residential Sites – Proposed Rental Income						
Descriptions	2012/13	2013/14	2014/15	2015/16	2016/17 Rent	2016/17 Decrease
Weekly Rent £	238	240	243	245	242	3
Total Weekly Rental Income £ (31 lot)	7,373	7,447	7,522	7,597	7,502	75
% Change		1	1	1	-1	
Annual Rental Income £	383,414	387,251	391,120	385,081	390,091	-4,940
% Change		1	1	1	-1	-1

A review of the licence and site management fees and management service arrangements for Residential Pitches Sites is proposed to be undertaken in 2016/17.

3.3 Proposed Service Charges to HRA Dwellings for 2016/17:

3.3.1 A service charge review was carried out in 2015 by BHP on behalf of the Council. This review considered income generated compared to the cost of services received. The result of the review showed that the majority of the service charges did not require change from the agreed 2015/16 service charge amounts. Therefore, there is no recommended increase and/or decrease to these charges in 2016/17.

Review of the existing service charges for Concierge Services shows that this needs to be increased in order to meet the costs of this service. It is therefore proposed that the average weekly charge for Concierge Services is increased from £7.76 to £9.04 (a 16% increase). This service is provided only to certain blocks in Brent and is levied only on those tenants and leaseholders who benefit from the service.

It is proposed that all other service charges will remain at the 2015/16 charge level. Table 8 below sets out in summary the proposed changes to service charges for 2016/17.

Table 8: Proposed Service Charges for 2016/17:

Service	Income from Tenants 2015/16	Average Charge 2015/16 (£/Week)	Recommended Average Charge 2016/17 (£/Week)	Estimated Income from Tenants 2016/17	Increase/ (Decrease) (£/Week)	Comments
Concierge	308,450	7.76	9.04	358,954	1.27	Increase
Communal Lighting	404,309	1.38	1.38	404,309	-	No Change
Grounds Maintenance	317,994	1.19	1.19	317,994	-	No Change
Cleaning (Ext & Int)	1,571,626	6.27	6.27	1,571,626	-	No Change
Fridge	141	0.11	-	-	**(0.11)**	Remove Charge
Laundry	2,869	1.90	1.90	2,869	-	No Change
TV Aerial	140,073	0.70	0.70	140,073	-	No Change
Communal Heating (District)	249,172	8.39	8.39	249,172	-	No Change
Hot Water	1,489	1.59	1.59	1,489	-	No Change
Helpline Monitoring Service	3,918	1.42	1.42	3,918	-	No Change
Totals	**3,000,041**	**3.07**	**3.19**	**3,050,404**	**0.12**	**Increase**

3.3.2 Service Charge Setting for Hillside Dwellings 2016/17 – General Fund

All of the costs used in calculating the Hillside Service Charges are required to be based on the estimated actual costs of providing those services.

Hillside Housing Trust, the Council's management agent, has advised that they propose to increase average service charges in 2016/17 by 0.6%. Table 9 below sets out the average proposed Service charges in 2016/17 and compares this to the Service Charges for 2015/16:

Table 9: Average Proposed Service Charges in 2016/17 compared to Service Charges for 2015/16

	Average Service Charges	Average Service Charges	Increase	Increase

	2015-16 £	2016-17 £	£'s	%	No	Total £
1 Bed Flat	18.88	19.09	0.21	1.1	85	928
2 Bed Flat	13.49	13.64	0.15	1.1	43	335
1 S/croft Elders	42.45	42.92	0.47	1.1	16	391
2 S/croft Elders	42.45	42.92	0.47	1.1	3	73
2 Bed House	0.75	0.75	0.00	0	36	0
3 Bed House	0.74	0.74	0.00	0	76	0
4+ Bed House	0.74	0.74	0.00	0	69	0
Annual Total	**162,537**	**164,265**	**0.19**	**0.6%**	**328**	**1,728**

Overall, it is proposed that Service Charges will increase for 2016/17 by £0.19 per week, being an average increase of 0.6% over 2015/16 charges. The impact at individual level will depend upon the specific dwelling type and the service charges allocated to that dwelling. This proposal will therefore increase service charge income for 2016-17 by 6%. This proposed service charge increase reflects the actual cost of providing the services and is required to be recharged to tenants due to the requirement to recover actual costs.

Table 10 sets out the combined effect of the proposals for rents and service charges changes at Stonebridge for 2016/17. The net impact on tenants will be an average decrease of £1.07 or 0.8%, although the actual impact will depend upon the dwelling type and the specific service charges that are being incurred by that dwelling.

Table 10 Summary of combined effect of proposed rents and service charges at Hillside for 2016/17.

	Average Rents & Service Charge 2015-16 £	Average Rents & Service Charge 2016-17 £	(Decrease) £'s	Decrease %	No	Total Increase/ (Decrease) £
1 Bed Flat	122.29	121.47	(0.82)	-0.7%	85	(3,624)
2 Bed Flat	135.92	134.85	(1.07)	-0.8%	43	(2,393)
1 S/croft Elders	145.86	145.30	(0.56)	-0.4%	16	(466)
2 S/croft Elders	164.88	164.13	(0.75)	-0.5%	3	(117)
2 Bed House	133.73	132.40	(1.33)	-1.0%	36	(2,490)
3 Bed House	146.48	145.02	(1.46)	-1.0%	76	(5,770)
4+ Bed House	154.16	152.63	(1.53)	-1.0%	69	(5,490)
Annual Total	**2,373,873**	**2,353,524**	**(1.07)**	**-0.8%**	**328**	**(20,349)**

3.3.3 HRA Garage Charges and Asset Portfolio Management.

A review and consultation on the Terms for garage rentals was undertaken in 2015/16 by BHP on the Council's behalf. The current garage charges which average £4.41 per week are in the main significantly below those being charged by other London Authorities. A summary of the consultation responses are set out in summary in **Appendix 3.**

To bring the charges for residents and non-residents in line with those charged by other councils the following increased charges are proposed as set out in Table 11 below:

Table 11 – Proposed Charges for Garages for 2016/17.

	Existing Charges	Proposed Charges
Cage Garages	0.50	2.63
Half Garages	2.21	5.25
Single Garages	4.41	10.50
Double Garages	9.94	21.00

These proposed charges will generate additional income of £197,818 per annum.

In 2016/17 a survey of the garage asset portfolio will be undertaken and a planned investment programme and revised management arrangements developed.

3.4 Housing Management Services

3.4.1 Amendments to Tenancy Conditions

Consultation carried out by BHP for the Council took place from September to December 2015 proposing amendments to the Council's Tenancy Terms and Conditions for introductory and secure tenants whose tenancies are managed by BHP. Any changes to the Council's Tenancy Terms and Conditions require the Council to consult with its secure tenants as set out under Section 105 of the Housing Act 1985.

The Proposed amendments concern:

- Pets in Homes Policy
- ASB Tenancy Conditions
- Landlord Access to Property in Case of Emergency
- Landlord Access to Property to carry out pre -inspection - Pre Void

Appendix 4 sets out the proposed amendments recommended in these areas.

3.4.2 Reviews of Management Partnerships

The council has two agreed Tenant Management Organisations (TMOs): Watling Gardens TMO, which manages 164 properties and Kilburn Square Co-op which manages 246 properties. Both TMOs are responsible for the day-to-day delivery of management services such as Repairs and Maintenance. Voids Management, Rent Collection and Arrears Management, Lettings, Estate Services and Customer Satisfaction.

The Council's management of TMO proprieties are delegated to Brent Housing Partnership (BHP) as part of the existing Management Agreement. These agreements have not been reviewed for some time and it is therefore proposed to review in consultation with the TMOs in 2016/17.

3.5 HRA Stock Investment and Improvements

The HRA Asset Management Strategy was approved by the Cabinet in November 2013. This strategy set out a long-term approach to stock maintenance and investment in order to best meet asset management objectives. The HRA Asset Management Strategy requires that all council homes are brought up to a set Investment Standard by 2021.

3.5.1 Delivery of the stock Investment and Improvement Works 2016-17

At the end of quarter 3 expenditure on stock investment and improvement works for 2015/16 was forecast to be £28.6m against a budget of £41.7m, but the final out-turn figure will vary from this.

The projected under-spend of approximately £13.1m relates mainly to slippage in the planned cyclical maintenance programme. In response a comprehensive examination of the contract management arrangements and contractor performance is being conducted and revised managements arrangements will be put in place to improve programme delivery and assurance for the coming year. In addition to existing contracts the need to procure additional contractors to assure delivery and mitigate programme risks is also anticipated.

The planned overall Stock Investment Programme for 2016/17 is budgeted at £33.789m. This includes provision for a programme of cyclical and planned works, health and safety works, energy efficiency and environmental works, and the completion of a 3-year programme of fire safety improvements.

The proposed budget provides £12m to improve 1,700 homes (programmed for 2000 homes to outturn at 1,700). This equates to one-seventh of the council's tenanted and leasehold stock in accordance with the agreed Asset Management Strategy. It will be necessary in subsequent years to increase the scale of the programme in order to recover the slippage in 2015/16 and this will be enabled by the revised contract management and contracting arrangements noted above.

The main areas of expenditure are set out in Table 12. The programme includes works carried over from 2015/16.

Table 12: Proposed Stock Investment Expenditure for 2016/17

Programme

	Proposed Budget	Estimated Tenanted Costs	Estimated Leasehold Costs
	£'000	£'000	£'000
Total M&E / Health and Safety	9,419	7,678	1,741
Total Planned Cyclical Maintenance	15,050	10,595	4,455
Total Energy Efficiency & Environment Works	2,970	2,533	437
Total Other Works Expenditure	3,850	3,610	240
Total Overheads Costs	2,500	2,252	248
TOTAL STOCK INVESTMENT BUDGET	33,789	26,668	7,121

The budget of £33.789m includes an estimated £7,12m of expenditure on leaseholder properties that is rechargeable. In advance of any works proceeding detailed costings and statutory consultation will be undertaken with leaseholders on the prospective works and rechargeable costs.

3.6 Development Services 2016-18

The development of new council homes is a key priority of the council's Housing Strategy and of the HRA Asset Management Strategy. It is proposed to expand the current programme over the next two years to support achievement of the objectives set out in these strategies.

***Phase 1*:** An initial programme has previously been approved to provide 61 new affordable rented council homes and to deliver 23 NAIL units to provide better and more cost-effective alternatives to residential care. This programme is supported by the GLA's 2015-18 grant programme.

Infill schemes, by their nature, present particular design, planning and consultation challenges and there has been some slippage in the programme's delivery in 2015-16. The first three new-build infill schemes are, however, now under construction with anticipated completion in summer 2016. Planning consent has been secured for over half the programme and all the projects in the programme are expected to be on-site in 2016/17.

***Phase 2*:** Following feasibility studies across a number of infill sites, including larger opportunity sites, it is proposed to progress a second phase for the development of a further 94 new general needs homes and 16 NAIL homes, to be completed by March 2018. It is also anticipated that these homes will be supported by GLA grant under their 2015-18 programme and a grant application will be submitted shortly.

***Phase 3*:** Provision is also required to prepare proposals for a third phase of development and details of the programme and capital budget for this phase will be reported further to Cabinet in 2016/17.

The proposed capital budgets for development for 2016/17 and 2017/18 are set out in Table 13 below:

Table 13 Proposed Capital Budget for Development Programme 2016/17 and 2017/18

Phase	**Units**	**16/17 (£m)**	**17/18 (£m)**
Infill Development (HRA)			
Phase 1	61	8.373	6.415
Phase 2	94	6.284	13.095
Sub-total	**155**	**14.657**	**19.510**
NAIL Development (General Fund)			
Phase 1	23	(Funding previously agreed Cabinet 2014)	-
Phase 2	16	2.083	1.289
Sub-total	**55**	**2.083**	**1.289**
Total	**210**	**16.74**	**20.799**

3.6.1 Development and Agency Services Management Fee 2016/17

The Cabinet have previously agreed for BHP to be responsible for the delivery of the council's first phase development programmes under a Development Management Services Agreement entered into in 2015/16. It is proposed to commission the further phases of development of both general needs and NAIL homes provision under this existing Agreement.

For the programme the staffing and fee budget is £1.476m funded from the HRA except for provision from the General Fund of £139,650 which is required to continue the progress the NAIL programme.

Table 14 below sets outs the proposed Development services fee for 2016/17

Programme Fees	**Fees 2016/17 £**
BHP Development Team Staffing Overheads	416,000
Phase 1 GLA – HRA Approved	192,334
Sub Total Phase 1	**608,334**
Phase 2 – Fee Budget	478,013
Phase 3 – Fee Budget	250,168
Programme Sub Total (HRA)	1,337,000
NAIL Programme Fee (General Fund)	139,650
GRAND TOTAL	**1,476,165**

4.0 Financial Implications

4.1 This report is concerned with financial issues associated with setting the HRA budget for 2016/17 under the self financing system for council housing, and for setting the level of rents for Council dwellings in 2016/17. Cabinet are required to approve a budget that meets the statutory requirements as contained in Part VI of the Local Government and Housing Act 1989. Sections 76 (2) and (3) of that Act requires Members to ensure that their proposals are realistic and that the Council's Housing Revenue Account does not show a debit balance.

Estimates have been compiled on the basis of the Council's corporate guidance for budget preparation and on the basis that the spending budgets should be adjusted in relation to the stock numbers. The advantage of this approach (which ignores fixed costs) is that managers are able to reduce their expenditure on a planned basis.

4.2 HRA Borrowing Limit:

In order to ensure that borrowing is affordable nationally, each local authority was set an HRA borrowing limit under self-financing, and it will not be possible for that limit to be exceeded. Where a local authority's Housing Capital Financing Requirement (HCFR) is less than the limit set for self-financing valuation, a "headroom" to increase borrowing under self-financing will be created. The government determinations for self-financing set out that Brent's borrowing limit is £199.291m. The HCFR is estimated to be £136.989m on 1 April 2016, giving estimated "headroom" to increase borrowing of approximately £62.302m.

4.3 Allowance for Inflation:

Budgets have been prepared on an outturn basis and include an allowance of 1% for pay. The budget for the Employer's Superannuation Contributions for BHP staff has been increased from 23.3% to 26.3% to reflect an estimated increase from the actuarial review although the level of increase remains subject to confirmation. It should also be noted that there is an increase in National Insurance contributions in relation to the reduced contributions for work-place pensions being phased out. Allowance has been made for inflation as set out in the relevant contracts for repairs, cleaning, grounds maintenance, and gas servicing, with no other inflation being added.

4.4 Stock Loss/Efficiency Savings:

The rent budget has been updated to reflect anticipated stock loss through Right to Buy and through demolition as part of the South Kilburn Regeneration Programme. Applicable expenditure budgets have been reduced by 1.8% to reflect the estimated stock loss in 2016/17 in addition to efficiency savings.

4.5 The Expenditure Budget:

This includes £494k Growth and the use of £4.016m carried forward balances from 2015/16. £3.504m of the carried forward balance will be used to fund future capital expenditure on stock investment works and provide for depreciation. The remaining £512k of the carried forward balance is the available unallocated resource after all other HRA budgets for 2016/17 have been compiled. These additional resources will be used in line with the agreed Asset Management Strategy (2013). The revised Business Plan now indicates borrowing of £9m will be required by March 2017.

The budget includes a decrease in rent of 1% per dwelling per week excluding service charges. The rent loss will amount to £498 and the service charge yield will amount to £71k with a total net loss of £413k.

4.6 The draft budget shows a balanced budget. Table 15 below shows the key summary movement from 2016/17.

Table 15: Proposed Budget 2016/17

HRA Budget Summary – Forecast Budget 2015-16 Vs Original Budget 2016-17 Variance				
Description	**(1) Draft Forecast Out Turn 2015/16 £000's**	**(2) Draft Budget 2016/17 £000's**	**(3) Variance £000's**	**Variance Explanation**
Rent Income	-51,601	-50,202	1,402	Stock reduction through right to buy sales (£228k),decanting of South Kilburn (£761k), rent decrease 16/17 (£484k), and 2016/17 service charges increase £71k
Leaseholder Service Charges	-2,185	-1,278	-84	
Non Dwelling Rent	-249	-396	-147	
Other Income	-11	-11	0	
Gross Income	**-54,060**	**-52,888**	**1,172**	
Provision for Bad Debts	928	928	0	
Rent & Rates	1,186	1,191	5	
Services	590	590	0	
Capital Financing	8,340	8,340	0	
Depreciation	17,674	21,178	3,504	Expenditure funded by one off balances from 2015/16.
Major Repair Allowance (MRA)				
General Management	10,326	11,503	1,177	Management fee savings (£786k), offset by growth for 1% pay ward/NC and Pensions £490k and reclassification of BHP expenditure £1,470k
Special Management	4,853	4,988	134	Growth (BHP) for Health & Safety requirements

Housing Repairs	10,229	8,186	-2,043	Reduction Repairs (planned cyclical, responsive, estate services etc.) works and reclassification of expenditure as part of BHP overall based exercise
Gross Expenditure	**54,127**	**56,904**	**2,777**	
Net Budget	**67**	**4,016**	**3,949**	
Surplus B/fwd	-4,483	-4,416	67	Additional expenditure to be funded from one off balances from 2015/16
Transfer from Earmarked Res	0	0	0	
Surplus C/Fwd	-4,416	-400	-4,016	
TOTAL	**0**	**0**	**0**	After balances transferred to fund expenditure on Major Repairs

5.0 Risks

The main associated risks are set out below:-

- Performance on rent collection has remained on target, even through the period of economic uncertainty. However, there are still risks associated with the introduction of direct payment to tenants and from the provisions of the Welfare Reform and Work Bill, and the reduction in the Overall Benefit Cap during 2016-17. The HRA budget for 2016-17 provides for the continuation of funding for the BHP Welfare Reform team. The phased introduction of Universal Credit which will bring direct payment of housing benefit to tenants will have an impact on rent collection figures and costs, meaning both expenditure and income will be put under pressure. The potential impact of this and how to mitigate it will be considered within the context of Target Operating Model review and the future structure of housing management services within BHP.
- The recovery of Leaseholder Service Charges (Major Works) also remains a challenge for officers and compliance with legislation is often difficult. In addition there are often differences between tenants and leaseholders in respect of works undertaken.
- Between April and October 2015 the Financial Inclusion team have maximised the income of 91 tenants amounting to a total of £110k being paid to tenants in backdated housing/DWP benefits. This is in addition to Financial Inclusion Open Days and surgeries and supporting all care leavers and under 24s that sign an introductory tenancy.

6.0 Legal Implications

6.1. Legal Implications for the Housing Revenue Account and Rent Setting:

6.1.1 Under section 74 of the Local Government and Housing Act 1989 ("the 1989 Act"), the Council is required to keep a separate Housing Revenue Account of sums falling to be credited or debited in respect of its housing stock. Sections 75 and 76 of the 1989 Act set out the rules for establishing and maintaining

that account. Under section 76 of the 1989 Act, the Council is required to formulate in January and February of each year proposals for the HRA for the following year which satisfy the requirements of that section and which relate to income, expenditure and any other matters which the Secretary of state has directed shall be included.

6.1.2 In formulating these proposals the Council must secure that upon their implementation the HRA will not show a debit balance assuming that the best assumptions and best estimates it can make at the time prove to be correct. Put simply, the legislation requires the Council to prevent a debit balance, to act reasonable in making assumptions and estimates and to act prudently.

6.1.3 The 1989 Act also requires the authority to review the proposals from time to time and make such adjustments as are necessary to ensure that the requirements, as set out above, continue to be met. This report sets out the forecast outturn for the current financial year and also the proposals for the coming year.

6.1.4 The Council may make such *reasonable* charges as it so determines for the tenancy or occupation of their dwellings and shall review those rents and charges from time to time. In so doing the Council shall have regard to the principle that the rents for different types of houses should bear broadly the same proportion to private sector rents for those different types of houses. This means that the difference between the Local Authority rent for, say, a bedsit and a two bed house with a garden should be broadly comparable to the difference between the rents for those types of dwellings in the private sector. In making such reasonable charges officers have given consideration to the Government's policy aims of introducing social housing rents that will ultimately produce rents being set (both in the council and Registered Provider/RSL sectors) on a nationally determined basis (whilst taking into account local factors such as the value of dwellings). This aim is not prescriptive in so much it remains the responsibility of the local housing authority to set rents.

6.1.5. The rent income estimates included for 2016/17 are based upon the Governments Rent Restructuring formula and adjusted for Right to Buy.

6.1.6 The decisions recommended in this report are an exercise of the Executive's rent-setting function and must take into account the implications of the Council's overall budget.

6.1.7 Under section 76(8) of the Local Government and Housing Act 1989, the Council is required to prepare a statement of the revised estimates and new proposals within one month of the proposals and this requirement will be satisfied by Council approval of the overall budgets for 2016/17 on 7th March 2016.

6.1.8. The Secretary of State issued a Direction (under section 74(3)(d) of the Local Government and Housing Act 1989) in March 2008 which allows the Council to hold outside the Housing Revenue Account the rent accounts of the Council owned properties on the Stonebridge estate that were transferred from the Stonebridge HAT to the Council in 2007.

6.1.9. Section 313 of the Housing and Regeneration Act 2008, which adds section 80B to the Local Government and Housing Act 1989, makes it possible for councils and specified properties belonging to Councils to be excluded from the subsidy system subject to agreement with the Secretary of State and it allows the Secretary of State to make directions in relation to such agreements.

6.1.10. Once Cabinet decides on the setting of the rents in respect of the Council's housing stock that is managed by Brent Housing Partnership and the Brent Stonebridge Dwellings that are managed by Hillside Housing Trust, notices of variation will be served on the tenants pursuant to section 103 of the Housing Act 1985 to give them notification of the changes in rent which will come into effect from 4th April 2016.

6.1.11 Clause 21 (1) of the latest version of the Welfare Reform and Work Bill states:

"Registered Providers of social housing must secure that the amount of rent payable in a relevant year by a tenant of their social housing in England is 1% less than the amount that was payable by the tenant in the preceding 12 months."

As at late November 2015, this Bill is being considered at the Committee stage in the House of Lords. The full impact pf this Bill will be considered in 2016/17.

6.1.12 This above-mentioned clause will require registered providers to reduce the nominal rent for each individual tenant by 1% per year for four years commencing on the 1st April 2016. This means that rents will fall by 1% in cash terms because the reduction is not linked to movements in the CPI, unlike the current policy whereby rents increase by CPI plus 1%. This will effectively reduce government rent forecasts for 2020 by around 12%, thereby contributing to the government's planned welfare budget savings by simultaneously reducing the cost of housing benefits in England.

6.2 Legal Implications for Developing New Council Housing using the HRA:

6.2.1 The Council entered into the Funding Delivery Agreement with the Greater London Authority for 2015-18 to develop new council housing assets requires the council to:

- Possess a Secure Legal Interest in the site to be developed.
- Obtained all Consents necessary for the lawful development of the Developable Scheme to submitted scheme standards.
- Ensure the council is not subject to any direction of the Secretary of State under Section 15 of the Local Government Act 1999.
- Ensure any applicable requirements of the EU Procurement Regime are complied with.

- Offer through the Housing Moves Pan London Mobility Service at least 5% of Affordable Rent Dwellings on the initial letting of such Affordable Rent Dwelling in accordance with schemes eligible as part of the Pan-London Allocations "top slice".

- Not use the Affordable Dwellings created for any purpose other than GLA Agreed Purposes without the GLA's prior written consent.

6.3 Legal Implications for the Amendment of Tenancy Terms and Conditions

Under section 105 of the Housing Act 1985, a local authority landlord is required to make arrangements to consult with tenants on matters of housing management which are likely to affect them, and this includes proposing to amend the Tenancy Terms and Conditions.

The details of the proposed amendments are set out in paragraph 3.5.1 of this report and in Appendix 2. A preliminary notice under section 103(2) of the Housing Act 1985 has been served on tenants to advise them of the Council's proposals to amend the Tenancy Terms and Conditions as part of the consultation process. If the Cabinet approves the proposed amendments to the Tenancy Terms and Conditions as set out in paragraph 3.5.1 of this report, a formal Notice of Variation under section 103(4) of the Housing Act 1985 to vary the Tenancy Terms and Conditions will be served on tenants so that the amendments will take place in April 2016. Details regarding the outcome of the consultation are set out in 3.4.1of this report

7.0 Diversity Implications:

This report deals with the rent setting and budget proposals for the Council's HRA. This report does not propose any significant changes to the operation of this account. The proposals in respect of stock investment and new development are in accordance with the HRA Asset Management Strategy agreed by Cabinet in November 2013.

An equality analysis screening was carried out by Brent Housing Partnerships for the council as part of the Tenancy Amendments Consultation, which suggested that a full EIA was not required for this specific consultation exercise.

This report is not concerned with operational service issues. Operational housing management issues are, in the main, the responsibility of Brent Housing Partnership (ALMO) under the terms of the Management Agreement. Brent Housing Partnership, by reference to the agreements between Brent Council and its wholly owned subsidiary. As part of any change to the structure or organisation of BHP separate Equality Impact Assessments are carried out in line with the existing Management Agreement.

An equality analysis screening was carried out in respect of the proposed amendments to Tenancy terms and conditions which found that a full equalities analysis is not required. The results of the screening are set out in **Appendix 4** to this report.

8.0 Staffing/Accommodation Implications

There are no anticipated direct implications for council staff arising from this report. It is proposed to reduce the BHP Management Fee through efficiency savings and in proportion to stock loss and BHP will need to consider the staffing implications of this in their business planning for 2016/17 and, as necessary consult with staff.

Council and BHP staff may be affected by the Council's proposed management reviews. Any impact on staff will be reported separately following the completion of the reviews.

9.0 Background Information

- Cabinet Report – HRA Annual Budget and Rent Setting 2015/16 (February 2015)
- Cabinet Report – Right to Buy Receipts Development Programme (August 2015).
- HRA Asset Management Strategy (including Rent Policy) (November 2013)

Any person wishing to inspect the above papers should contact:

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Appendix 1 - Year 3 Proposed Capital Programme

Capital Investment Plan	Comments
M&E / Health & Safety	**Works to ensure the stock complies with all current statutory, regulatory and health and safety requirements including upgrade and replacement of Mechanical and Electical equipment , maintenance of health and safety standards such as fire safety improvements**
Fire Safety Works to Medium & Low Rises	Fire Safety Improvements. -- Converted street properties. Continuation of fire safety improvement programme plus 500 unit £1M carry forward from 15/16
Annual Fire Safety Remedial works	Replacement of fire safety equipments arising from regular servicing programme. Due to zero expenditure in this budget over the past two years a separate budget is not required. The budget will be incorporated into the Capitalisation of Repairs and replacements funded in the same way other unprogrammed renewals currently are funded
Door Entry Systems - New Installations	Installation of new door entry systems arising from resident consultation.
Door Entry Systems - Replacement of Existing Systems	Replacement of systems to be programmed in line with expected life cycle on asset register . Asset register held by contractor to be analysed to identify systems aged 20 years or older . Budget incraese to be increased to reflect likely number of installations requiring replacement on age alone. £1.1m allowed over years 1-5 thus £660k for years 1-3.
5 Year Communal Electrical - Testing	Rolling 5-year programme at 20% of blocks annually.
5 Year Communal Electrical - Remedial Works Following Testing	Reduced budget reflecting good condition of stock. Remedial works have been lower than expected in 2015/16. Some works will be carried over from 2014/15 eg Works carried over e.g.Mapes House electrical load capacity.
Communal Electrical Installation Replacement Outside 5 Year Cycle	Due to zero expenditure in this budget over the past two years a separate budget is not required. The budget will be incorporated into the Capitalisation of Repairs and replacements funded in the same way other unprogrammed renewals currently are funded
10 Year Domestic Electrical Testing	Continuation programme of of 10-yearly periodic electric testing of domestic premises.Schedule of properties taken from Asset List where current safety certificate expires in 2016.

10 Year Domestic Electrical Remedial Work	Budget for remedial works arising from the inpsction programme is calculated from knowledge of costs from previous contracts and Stock Condition information
Lift Replacement/Refurbishment	Programmed works on the next 12 Lifts was putout to tender in Agust 2015 with a return date of end October 2015. Programme will commence in January 2015 and continue through 2016/17 . Forcast 2015/16(£450k) and 2016/17(£1.65m).
Water Services (Replacing Cold Water Tanks/Other Works)	Replacement of water tanks arising from legionnella testing programme. Due to low expenditure in this budget over the past two years a separate budget is not required. The budget will be incorporated into the Capitalisation of Repairs and any replacements will funded in the same way other unprogrammed renewals currently are funded
District Heating Replacement/Refurbishment	Currently with Frankham for feasibility. Work moved to 2016/17 due to procurement timescale.
Domestic Gas Boilers - life expired - Replacement programme plus making good.	Consideration of replacing all remaining non-condensing boilers during 2015/16 and 2016/ 2017. Replace 1256 boilers over 2 years. Add an additional 600 (£1.3m) for 2015/2016 and the remaining 656 (1.4m) to be replaced in 2016/2017.

Capital & Cyclical	**Works to maintain the stock at the decent homes standard, Cyclical external decoration programme and programmed renewals of key building elments such as roofs and windows**
Cyclical Manintenance & Window Replacement Programme	Continuation of 7-Year Cyclical External Decoration and Repairs Programme with Wates. 1540 units carried over from 2014/15 with an additonal 360 units from the identified 206/17 programme of 1400 units.
St Raphael's Estate Kitchens	Approx 322 kitchens on St Raph's Estate that were last replaced in early to mid 1990's and are now due for renewal in line with the LBB's decent homes plus standard.

Energy & Environmental Improvements	
Targeted Energy Efficiency Improvements - Contribution to ECO funded EWI and CWI projects	Contribution towards ECO funded schemes.

Over Cladding -Contribution to ECO funded Lakehouse project if part of cyclical programme not standalone.	Contribution to Lakehouse EWI ECO funded schemes as part of cyclical programme extra over funding.
Environmental Improvements	Estate improvements to being the worst estates up to the standard of the remainder.
Watling Gardens ECO project	ECO funded works and associated non funded works. British Gas funding of £2.4m and HRA funding £1.9m. Contract negotiations with British Gas are at an advanced stage but it not now expected that the project will proceed in 2016/17 financial year
Works Expenditure Sub Total 1	

Other Expenditure	**Capital works undertaken through the Responsive Repairs Service e.g. Disabled Adaptations, decent homes work(e.g. kitchen/bathroom replacements), unprogrammed boiler replacements, lift component renewals etc.**
Aids & Adaptations	
Referrals to Major Works	Wates Integrated Asset Management. Repairs Referrals to Major Works. Budget to cover unplanned major repairs identified through responsive repairs service.
Capitalisation of Repairs	Allowance for capital works that are carried out through responsive repairs e.g replacement boilers, kitchens, roofs. Now to include replacement of fire safety, water , door entry equipment

Works Expenditure Sub Total 2	

Overheads	Overheads currently running at £500k. Forecast to increase to £950k over programme.
Consultancy Fees	Consultancy fees for Cyclcial Programme and M&E programme. Fire Safety fees are included in the project .

Stock investment subtotal	

	2016/17(year 3)				
	2016				
	Year 3				
2015/16 Expenditure Forecast Risk	**Qty**	**Total Spend**	**Est Tenant Spend**	**Est LH Spend**	**Calc**
Forecast up to date	1500	2,000	1,340	660	£1,000,000
5 Year Budget Figure (Budget to be Carried Forward if Not Spent)		0	0	0	
Forecast up to date		30	20	10	
Forecast up to date		60	40	20	0.66
Forecast up to date	65	60	39	21	66
Forecast up to date		400	1,051	140	
5 Year Budget Figure (Budget to be Carried Forward if Not Spent)		0	0	0	
Forecast up to date	1550	150	142	0	

Forecast up to date	1550	1,802	2,069	0	1801875
Forecast up to date		1800	1,476	324	
5 Year Budget Figure (Budget to be Carried Forward if Not Spent)			0	0	
5 Year Budget Figure (Budget to be Carried Forward if Not Spent)		1,617	1,051	566	
Forecast up to date	656	1500		0	1470000

Forecast up to date	1900	13500	9,045	4,455	19250000
Forecast up to date	300	1550			1550000

]

5 Year Budget Figure (Budget to be Carried Forward if Not Spent)		200	200	0	

Forecast up to date		670	400	0
£1M budget over 5 years to target estates receiving cyclical decorations in previous years		200	200	0
Forecast up to date		1,900	1,463	437
		27,439	**18,536**	**6,633**

Forecast up to date		850	850	0
		700	644	56
		2,300	2,116	184
	7521	**31,289**	**22,146**	**6,873**

		850	850	0
		1,650	1,403	248
		33,789	**24,399**	**7,120**

Assumptions

Converted street properties , work to be undertaken in line with the cyclcial programme so no consultancy costs. Plus carry forward

Remedial works arising from regular servicing contract.No expenditure YTD, to be included in the overall Capitalisation budget (line 37) in 2016/17

Provison for new installations in properties without door entry system where ASB a problem and requested through resident consultation

To be replaced in line with expected life cycle (20years?). PW to check Asset register held by contractor to identify systems aged 20 years or older . Budget increse to be increased to reflect likely number of installations requiring replacement on age alone. £1.1m allowed over years 1-5 thus £660k for years 1-3.

Allowance for 5 year rolling programme, 20% of blocks each year

Reduced budget reflect good condition of stock. Remedial works have been lower than expected in 2015/16. Works carried over e.g.Mapes House electrical load capacity.

Unplanned capital works arising from responsive repairs.No expenditure YTD. To be included in the overall Capitalisation budget (line 37) in 2016/17

3500 properties on revised 2015/16 programme although there have been access problems . An additional 1550 are due in 2016/17.

Assume £750 (remedial works) per unit for 75% of programme, £3k(rewire) per unit for 10% and £2k for 15% (partial rewire)

Tender return end of October 2015, for a January 2016 start. Blocks included:- Amundsen House, 2 lifts HB03 / HB04, Summit Court 2 lifts NKL12 / NKL13, William Dunbar House 2 lifts SKL17 / SKL18, William Saville House 2 lifts SKL27 / SKL28, John Ratcliffe House 1 lift SKL34 (due to regeneration scheme), Sandby House 1 lift KSQ04, Westcroft Court 1 lift NKL01 (further consultation with leaseholders due to this being a simplex lift and the lenght of time out of service may consider a partial refurbishment), 1-24 Frontenac 1 lift NKL02

Unplanned capital works arising from servicing contract.No expenditure YTD. To be included in the overall Capitalisation budget (line 37) in 2016/17

District Heating feasibility with Frankhams, specification and tender Aug 15, for a May 16 contract start

2015/16 programme on target for completion in November 2015. Consideration of adding all remaining properties with non-condension boilers to take up underspend elsewhere in 2015/16 budget. Replace all Non-condensing (1256) boilers over 2 years. Add an additional 600 for 2015/2016 adding another estimated £1300k to this years budget. the remaining 656 (1.4m) to be replaced in 2016/2017 .

Assume 7K per unit as per Asset Management Plan. Unit price to be updated with information from 2015/16 programme . Programme consists of 1540 Year 2 units and Year 3 units. 360 Year 3 units were

310 units that are beyond DHS life cyclce .20 years old. Bathroomns have 7 years remaining life. Assume £5k per unit for kitchens only

Identify energy efficency schemes and ECO funding opportunities. CWI and EWI where required to be included in Cyclcial programme scope of works

Identify requirement for over-cladding on high rise.

Consider list of projects,hot spots, infill development programme.

To unclude all unplanned captial works

To include all capital works undertaken through the Responsive Repairs and Servicing Contracts - repla water tanks, fire safety equipmennt, rewiring, lifts, boiler replacements, major work voids, roofs, major componant replacements

All Consultancy work ,Cyclical M&E.

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Descriptions	15/16 Budget £'000	16/17 Budget £'000	Variance £'000
Non Dwelling Rents	90	(175)	(265)
Leaseholders' Charges for Services and Facilities	(3,772)	(3,250)	523
Reimbursement of Costs		(170)	(170)
Total Income	(3,682)	(3,595)	88
HRA Investment Income/Mortgage Interest	0	(7)	(7)
Pooled capital receipts-contribution to administration costs	(120)	(285)	(165)
Other Income	(120)	(292)	(172)
Repairs and Maintenance	11,879	10,760	(1,119)
Supervision and Management	2,250	2,419	170
Special Services	5,329	5,357	27
Rent and Rates and Others Charges	246	241	(5)
Bad or Doubtful Debts	58	58	0
Total Expenditure	19,762	18,835	(927)
NET Expenditure	**15,960**	**14,948**	**(1,012)**
Growth Items :			
Stock Condition Survey	0	25	25
Tree Works - Works	0	17	17
Tree Works - Surveyor (Post Inspections)	0	0	0
Maintenance of Unadopted Roads and Pavements	0	100	100
Unavoidable Growth - contractual inflation	0	57	57
Subtotal Growth Items	**0**	**199**	**199**
Revised Total HRA Budget 2016/17	**15,960**	**15,147**	**(813)**

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Appendix 3

Summary of Tenancy & Garage Consultation

A borough wide consultation was launched in September 2015 for all residents advising of changes to their tenancy agreement and an increase in rental charges for garages.

Meetings were held across the borough in order for residents to meet with staff to discuss concerns regarding both items.

The consultation period concluded on 23rd December 2015.

Tenancy Agreement

We were inundated with calls from many residents to clarify the details and gain a better understanding of the consultation documents. Out of 8485 tenants we received focussed feedback from a total off 22 tenants (14 via email and a further 8 tenants who attended our Talkback Session held in October 2015).

The following concerns were raised by residents:

1. Part B Rent, specific information should be advised in regards to water rates.
2. Part D Access, include a clause to advise that timings for access will be mutually agreeable to avoid loss of income for tenants.
3. Part F Noise Nuisance, (1) consider removing those responsible for the nuisance, not terminating the tenancy if the tenant is not at fault. (2) Section 3 to be made clearer as to types of noise that is acceptable i.e. noise from workmen.
4. Part H Pets, Reconsider item 4 where pets must be micro-chipped as this can be deemed as inconsiderate.

Please see suggested amendments below:

1. Part B Rent, Notes (f) does not require specific information as defined by Section 103 of the Housing Act 1985 which states that we do not need to serve a preliminary notice on a variation of the rent, or of payments in respect of services or facilities provided by the landlord or of payments in respect of rates.
2. Part D Access, point 2 could read ‘You must let our officers, agents and contractors come into your home (to inspect it or do work on it or for any other reason) if we have given you 48 hours' notice in writing. This will be at a mutually agreeable time.
3. Part F Noise Nuisance, (1) this clause is governed by the ASB Crime and Police Act 2014 and Housing Act 1985 therefore cannot be amended. (2) Point

3 could read 'Make noise (including music, shouting, DIY, door slamming,) at an unacceptable level which disturbs other people. Levels of statutory nuisance are defined the Environmental Protection Act 1990.'

4. Part H Pets, point 4 could read 'You must ensure that your cat/s and or dog/s are micro-chipped and neutered. All dogs must be microchipped and registered as stated via secondary legislation under the Animal Welfare Act 2006 from 6th of April 2016.

Garages

There have been 673 completed surveys returned regarding the rental costs and use of garages. This is a 7% return rate on the total number of surveys distributed.

Please see survey results below:

Survey Results	Yes	No	N/A
Q1. Do you currently rent a garage in the borough?	97	571	5
Q2. Do you think that there should be different rates for garages in particular boroughs depending on usage?	325	302	46
Q3. Do you feel that there should be different rates for residents and non-residents in renting a garage?	495	150	28
Q4. Do you think that there should be different rates for garages located near a tube station?	244	395	34
Q5. Do you think that there should be different rates for garages that are used for storage rather than vehicles?	320	326	27

Survey Results	Yes	No	N/A
Q1. Do you currently rent a garage in the borough?	14.4%	84.8%	0.7%
Q2. Do you think that there should be different rates for garages in particular boroughs depending on usage?	48.3%	44.9%	6.8%
Q3. Do you feel that there should be different rates for residents and non-residents in renting a garage?	73.6%	22.3%	4.2%
Q4. Do you think that there should be different rates for garages located near a tube station?	36.3%	58.7%	5.1%
Q5. Do you think that there should be different rates for garages that are used for storage rather than vehicles?	47.5%	48.4%	4.0%

A number of residents included additional comments concerning garages. Please see notes below:

- Rates for garages should reflect local market rent.
- Rate increase should be staggered across a number of years.
- Garages should only be let for vehicle use to avoid parking issues on estates.

- The proposed increase in rates is unreasonable/too high.
- Non residents should not be allowed to rent a garage on an estate.
- Garages should be demolished to create new residential homes.
- Consider a reduced rate for vulnerable residents or those on lower incomes.
- Consider residents that require a garage to store mobility scooters and wheelchairs.
- Convert garages into parking bays.
- Garages need to be more secure if they are to be used for storage.
- Garages storing goods for sale should be charged at a higher rate comparable to self storage rates.
- More bicycle storage would be appreciated.
- The garages are in a poor condition of repair.
- Residents do not receive a choice on location of a garage therefore it is unfair to charge more if the garage is near a tube station.

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Fax number: (020) 8937 2717
Email: consultationbhp@bhphousing.co.uk

30 September 2015

Dear Resident,

Preliminary Notice of Variation

This letter is the 'Preliminary Notice of Variation' under Section 103(2) of the Housing Act 1985 and it sets out the changes we intend to make to Brent Council's secure, flexible and introductory tenancy agreement.

There are a number of reasons for making the changes:

- The current Tenancy Agreement has been in use for a number of years and we need to update it in line with new legislation.
- To take into account the new powers introduced by the Anti-social Behaviour, Crime and Policing Act 2014 which came into effect in October 2014.
- We need to make sure the agreement reflects up-to-date policy and practices.

The revised proposed Tenancy Agreement is intended to address these issues, bringing the Tenancy Agreement up to date.

GOLD Award
Leaders in Diversity
Working Towards
2010
A member of the BRITISH SAFETY COUNCIL
INVESTORS IN PEOPLE

Brent Housing Partnership Limited
Registered in England No. 4533752
Registered Office: Civic Centre,
Engineers Way, Wembley HA9 0FJ

How we have structured this Preliminary Notice of Variation

The documents outlining the changes to the Tenancy Agreement are attached to this Preliminary Notice of Variation. Our Pet, Antisocial Behaviour, Access and Leaving your home and ending your tenancy terms and conditions have been updated in line with changes in legislation, procedures and policies.

Any breach of the terms and conditions of the Tenancy Agreement could result in you being charged relevant costs, the withdrawal of any permissions, loss of tenancy security and legal action which could include possession proceedings resulting in the loss of your home.

Once the revised Tenancy Agreement takes effect (following the Council's consideration of feedback received on the proposed changes in the consultation process and the subsequent service of a Notice of Variation under Section 103(4) of the Housing Act 1985), it will become your new Tenancy Agreement. **You will not need to sign a new agreement with us**.

Additions and amendments to your Tenancy Agreement

All additions and amendments to the tenancy terms and conditions are in ***bold italics*** for ease of reference.

An addition has been made to the introductory paragraph to the tenancy terms and conditions.

A number of amendments have been made to the following sections within the tenancy terms and conditions. They are noted in sections; Part B (Notes, e, f), Part D (1), Part F, Part H, Part I, Part J (5, 6) and Part L.

Please carefully read the tenancy terms and conditions to familiarise yourself with the proposed changes and we would be very grateful for your comments.

How to respond

The various ways to communicate with us are outlined in the covering letter.

All comments must be received by the Council by **23 December 2015**. Any comments received after this date will not be considered.

If you require this document in a different format or need support in responding to the consultation please contact us on 020 8937 2400 and let us know by **22 October 2015**.

Upon closure of the consultation period, the Council will consider all comments received by the closing date and will take them into account before making a decision to vary your Tenancy Agreement and thereafter serve on you a Notice of Variation. The final decision will be made by the Council's Cabinet. It is proposed that any changes resulting from this process will come into effect during the spring of 2016.

Yours sincerely



Mr Andrew Donald

Strategic Director Regeneration and Growth

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Tenancy conditions

We want you to enjoy living in your Council home. We believe it is important that we make it clear from the start of your tenancy what you can expect of us and in turn what we will expect from you during your tenancy. This document sets out your rights and responsibilities, and our responsibilities to you as landlord under the tenancy agreement.

These are the conditions of the tenancy agreement between:

- you, the tenant (or tenants) named in the tenancy agreement; and
- us (the London Borough of Brent);

for the property described in the tenancy agreement (called 'your home' in these terms and conditions).

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Introduction

Part A

1. Your tenancy agreement is a legally binding contract between you and us. It sets out your and our rights and responsibilities.

   Most parts in these conditions include notes to help you understand your tenancy agreement. The notes do not form part of the agreement and are not legally binding they are for information only.

Introductory Tenancy

2. If you have an introductory tenancy, your tenancy will last for a 12 month trial period. At the end of the trial period your tenancy will become a secure tenancy or a secure flexible tenancy provided you have not broken any of the conditions of your introductory tenancy.

3. If we want to end your introductory tenancy or extend it for a further six months, we will give you a "notice of proceedings for possession" or a notice of extension", whichever is appropriate. You can ask us to review our decision to serve such a notice.

4. As an introductory tenant, you do not have the same rights as a secure tenant or secure flexible tenant. This means that as an introductory tenant, you do not have the right to:

   - Buy your home
   - Vote to change your landlord
   - Exchange your home
   - Take in a lodger; or
   - Make any alterations to your home.

   When you have successfully completed your trial tenancy you will then be allowed to have a Secure Tenancy or a Secure Flexible Tenancy.

Secure Tenancy

5. A secure tenancy does not have an expiry date and it continues from week to week until you or we end it.

Secure Flexible Tenancy

6. A secure flexible tenancy is a secure tenancy but for a fixed term. The term of your secure flexible tenancy is set out in your tenancy agreement. Eight months before the end of your tenancy, we will review your housing need and the way you have conducted your tenancy. If we decide not to renew your tenancy, we will give you 6 months' notice. You can ask us to review a decision not to renew your tenancy.

7. Some of your rights and responsibilities are set by law. For example, as a secure tenant or a secure flexible tenant, you may have the right to:

   - pass on your tenancy when you die;
   - exchange your home with another tenant;
   - buy your home;
   - be consulted;
   - take in lodgers; and
   - sublet part of your home
   - repair your home if we fail to do so; and
   - improve your home; (for secure tenants).

8. If you are a joint tenant, you have the same rights and obligations as the other joint tenant or (tenants). Your rights and responsibilities cannot be split or shared between you. If one of you breaks the tenancy agreement it affects all joint tenants. If one joint tenant gives notice to end the tenancy, it ends for all of you.

9. Since 1 October 2002 our tenancies have been managed for us by Brent Housing Partnership Limited (BHP). Your housing officers work for BHP, but your tenancy is with us.

10. Your tenancy starts on the date set out in your tenancy agreement

11. There are three types of council tenancies which are known as 'introductory tenancies', 'secure flexible tenancies' and 'secure tenancies'. This means that we can end the tenancy only if we get a court order (known as a possession order). The reasons we can get this type of order are set by law.

12. As long as you pay your rent and keep to your tenancy agreement and these conditions, we will not normally ask the court for a possession order, unless, for example, we need to move you to redevelop your home.

13. Your home must be your only or main home. If you have another home, you will stop being an introductory tenant or a secure tenant or secure flexible tenant and we can ask the court for a possession order so we can evict you.

Notes

a) If you have any questions about your tenancy, or if you would like more information about your and our rights and responsibilities please ask your housing officer. You can also get information from a solicitor or an advice centre such as Citizens Advice.

b) If you have any complaints about our housing service, speak to your housing officer. If you are not satisfied with their response, ask them for details of the complaints procedure.

c) Some tenants have set up a Tenant Management Organisation or TMO. If your tenancy is managed by a TMO, wherever these conditions say you should go to your housing office it means your TMO housing office instead of the BHP housing office.

Part B **Rent**

1. You must pay the first week's rent when you sign up for your tenancy. You must then pay your rent, including any service charges, every Monday for the week ahead.

2. If you are a joint tenant, you and the other joint tenant (or tenants) are equally responsible for paying all of the weekly rent and any arrears (previously unpaid rent). We can ask for all of the rent owed from any joint tenant. A joint tenant who leaves your home is still responsible for the rent, and so is a joint tenant who lives in your home on their own.

3. If you owe rent for a previous Brent Council home, we will add these arrears to your rent for this tenancy. We can then use any money we receive from you to pay your arrears before your current weekly rent.

4. We can change the rent at any time by giving you at least four weeks' notice in writing.

5. If we owe you any compensation for any reason relating to your home, and you owe us money for rent or any other debt related to your home (but not Housing Benefit or Council Tax), we will use your compensation to reduce your debt or arrears.

6. If we take you to court, we may add the costs of the case to the amount you owe us for rent.

7. If we lose money because you don't let us into your home to do necessary work, we may add that money to your rent or any amount you owe us.

Notes

a) As long as you pay your rent on time, you will not run up rent arrears. If we do not receive your rent by the Friday after it was due, you will be considered to have rent arrears.

b) If you owe us rent, we will deal with you firmly but fairly. We will give you support and debt counselling and make arrangements for you to pay the arrears in amounts you can afford if necessary. If you do not pay your rent and arrears, we will take firm action which could lead to you being evicted.

c) We will offer you a number of different ways to pay your rent

d) We would not normally consider offering you alternative housing if you owe us any rent.

e) Some tenants must pay an extra charge on top of their basic rent for extra services they receive. If these charges apply to you, they will be listed in your tenancy agreement these charges may cover:

- A 'concierge' service
- ***Heating***
- ***Electric lighting/heating***
- ***Grounds maintenance***
- ***Building cleaning***
- ***TV aerial***
- ***Laundry***
- ***Helpline***
- ***CCTV***
- ***Door entry***
- ***Bulk refuse collection***
- ***Other***

f) The Council also act as an agency for the collection of water rates. Therefore an extra charge for water rates may be applied.

Part C Repairs

1. We will maintain and repair the structure and outside of your home, including drains, gutters and downpipes.

2. We will maintain the following and keep them in proper working order.
   - The fittings in your home for supplying water, gas and electricity
   - Toilets and fixtures for washing (including basins, sinks, baths)
   - Room and water heaters

3. You must decorate the inside of your home and maintain it to a reasonable standard.

4. You must report any repairs to your housing office as soon as you notice them.

5. You are responsible for any damage caused to your home by you or anyone who lives with or visits you. As we are not responsible for repairing any such damage, you must pay us for any necessary repairs. However, we will give you a chance to carry out the repair.

6. You must use your home properly and responsibly. You must take reasonable care to keep all grates, grids, drains and gullies (not including gutters that catch water from the roof) clean and clear, and you must take care not to block toilets and sinks.

7. For secure tenants, under Section 97 of the Housing Act 1985, you have a right to make alterations or improvements to your home, but you must first get permission, in writing, from us. We will not refuse unless we have good reason. You may also need planning permission for some alterations or improvements. Your housing office will tell you if this is necessary.

8. When you end your tenancy, you may get compensation for any improvements you have made.

9. If your home is in a block of flats you must not attach a satellite dish to the building without first getting our written permission (We will not refuse unless we have good reason).

10. You must not remove any fixtures or fittings we have provided without our written permission.

11. For secure tenants and secure flexible tenants, if you exchange your home with another tenant, you will be responsible for the decoration the previous tenant left in your new home. You will also be responsible for maintaining and repairing any improvements or alterations the previous tenant made, unless we agree, in writing, to be responsible for them.

12. Any officers or contractors who call at your home to carry out repairs or for other housing matters will show you their identity cards.

13. We will decorate the outside of your home and shared areas at least every seven years.

14. We will make sure we remove our rubbish, building materials and equipment from your home within a reasonable time after carrying out repair work and will try to keep disruptions to a minimum.

15. We will repair all entrances, halls, stairways, lifts, rubbish chutes, lighting and other shared parts of all blocks of flats and maisonettes.

16. For secure tenants, under Section 96 of the Housing Act 1985, we will pay you compensation, if we do not carry out certain repairs within a set time, depending on certain conditions.

17. If you owe us any rent or any other amount related to your home (but not Housing Benefit or Council Tax), we will use any compensation we owe you for repairs to reduce the debt.

Notes

a) You are responsible for decorating the inside of your home. This includes repairing minor cracks in plasterwork and preparing surfaces properly before you paint or paper them.

b) If you cannot take care of your home yourself, ask your housing officer about help that may be available for (example, the Assisted Decorating Programme for those over 65).

c) You are also responsible for the following.
   - Keeping your home clean and tidy.
   - Ventilating and heating your home to prevent condensation.
   - Replacing toilet seats.
   - Changing locks or replacing broken keys.
   - Keeping grates, grids, drains, gullies, toilets, baths, sinks and waste outlets clean.
   - Taking care not to cause blockages.

- Buying curtain rails and light bulbs.
- Taking reasonable care to make sure that your pipes do not freeze.
- Providing your own TV aerial, unless there is a shared aerial.
- Replacing missing plugs in sinks and wash basins.
- Replacing door knobs.
- Maintaining the tree(s) in your garden (if the garden is for your sole use)

d) You can get more details about repairs in the booklet 'Reporting Your Repairs' which you can get from your Housing Office.

e) We will give you a receipt for all non-urgent repairs we agree to do and all the inspections you ask for. If you do not receive a receipt within seven days of reporting a repair, tell your housing office.

f) You must tell the police about any vandalism or criminal damage to your home and get a crime reference number from them. If you don't do this, we may charge you for any repair work.

g) We are not responsible for any damage to your home's contents and decorations (unless the damage is caused by our negligence). You should take out your own insurance to cover your personal belongings and decorations.

h) We will insure the structure of the building as well as the fixtures and fittings we provide. Our insurance will not cover any deliberate or accidental damage caused by you or anyone living with or visiting you. If we damage your belongings while we are carrying out repairs, please get advice from your housing office or an independent legal advisor.

Under the Housing Act 1985, you have the right to be consulted on a number of matters including how your home is managed, maintained and improved. The way we consult our tenants is set out in our current 'Customer Charter'. You can get a copy of this from your local housing office.

If you have the 1981 set of tenancy conditions, our repair responsibilities will be different to those set out above. You should check your old tenancy agreement to see what they are. Your housing office will be able to help you with this.

Part D **Access**

1. We will normally give you at least 48 hours' notice in writing if we want to come into your home ***unless it is an emergency in which case we may enter to***

prevent damage to property or injury to persons.

2. You must let our officers, agents and contractors come into your home (to inspect it or do work on it or for any other reason) if we have given you 48 hours' notice in writing.

3. If we have asked to come into your home but you do not let us in, we may ask the court to order you to let us in.

4. If you have failed to let us in more than once and we may have to pay a penalty if we cannot get in, we can force our way into your home without giving you further notice. If we have to pay a penalty we may add it to any amount you owe us.

5. We can charge you for the costs of us forcing our way into your home.

6. If we need you to leave your home for a while so we can do work, you must leave your home for as long as necessary.

7. If you move out while we do work on your home, you must return to your home when we ask you to, and you must leave your temporary home clean and tidy. These conditions will apply to your temporary home.

8. If we temporarily move you, you will normally pay the lower of the two rents but this will depend on how much of the damage to your home you are responsible for.

Notes

a) We often pay penalties if our contractors cannot get into your home to do work. If we lose money because you do not let us in, you may have to pay this money and we may add it to your rent account.

b) We need to check your gas appliances regularly to make sure they are safe. We may be prosecuted if we don't do this. You could put lives at risk if you do not let us into your home when we ask to come in.

c) We may need to force entry without giving you notice if, for example, there is a water leak, a gas leak or an electrical fault which may put people in danger, or which would cause serious damage to any building, if we did not repair it. In these circumstances, we will try to contact you or your relatives before we force entry.

d) If we have to force our way into your home we will make sure that your home is left secure and that you can get keys for any new locks that have to be fitted. You may have to pay for any costs of forcing entry such as new locks or doors. Those costs may

be added to your rent account.

e) We can move you from your home, either temporarily or permanently, if this is necessary because we need to demolish or redevelop your home or carry out major repairs. Under these circumstances, we will usually offer you other accommodation, compensation and help with your moving costs.

Part E Using your home

1. You must use your home in a responsible way and it must be your only or main home.

2. You must not use your home for business purposes, unless we give you permission in writing. We will not refuse unless we have good reason.

3. You are responsible for paying all connection charges for essential supplies (for example, gas, electricity and water) and for paying all charges relating to those supplies.

4. You must not keep any moped, motorbike or similar vehicle, or any other machine driven by an engine, inside your home. Toys and garden tools are allowed as long as they do not cause a nuisance, any damage or a fire risk.

5. You must keep your home clean and decorated in a good condition (see also part c on repairs).

6. You must not allow anything to block access to or from your home, any other home or any shared area, including fire escapes.

7. You must take reasonable care to make sure that any outbuilding, yard or garden you have is kept clean and free from rubbish. You must look after the garden and keep any trees, bushes, hedges or grass at a reasonable height or size. You must get permission from your housing office before you plant any trees.

8. You must take reasonable care to keep your home, any shared areas, and any outbuildings secure from intruders.

9. For secure tenants and secure flexible tenants, under Section 93 of the Housing Act 1985 you have the right to take in lodgers. For secure tenants and secure flexible tenants, you also have the right to sublet part of your home, but you must first get our permission in writing. You must not sublet all of your home.

10. For secure tenants and secure flexible tenants, you must not assign (sign over) your tenancy without our permission in writing.

11. You must not put any structure (shed, garage, pond, greenhouse, fence, wall or anything similar) on any land that is provided with your home unless you have our permission in writing. At the end of your tenancy, you must remove any structure unless we agree, in writing, that it can stay.

12. You must not keep or use bottled gas, petrol, paraffin or other flammable or explosive substances in your home or in any area nearby.

13. You must not let waste or other materials that may cause a fire or attract pests build up in or around your home.

14. You must not use any bottled-gas or paraffin heater if you live in a block of flats, bedsit or maisonette.

15. You must take reasonable care to make sure that nothing (for example, nappies, food and paper) is thrown, dropped or allowed to fall from any window or balcony or any other part of your home.

16. You must make sure that no-one going into or leaving your home makes a noise which might disturb your neighbours.

17. You and anyone in your home must take reasonable care to make sure you do not use any audio equipment, TV, washing machine, power tool or other appliance in a way that might disturb your neighbours.

18. You must not put any material that is difficult to remove (for example, Artex) or highly flammable (for example, polystyrene tiles), or likely to cause noise nuisance (for example, laminate flooring) on any surface inside or outside your home unless you get our written permission first. We will not refuse without good reason.

19. You must not allow any firefighting equipment, fire alarm, smoke detector, security system or similar safety or security device inside or near your home, to be interfered with or removed. You must not allow any fire door or security door to be kept open.

20. You must not allow your home to become overcrowded. You can get advice on overcrowding from your housing office.

Notes

a) For security and maintenance reasons, you should tell your housing office, preferably in writing, if you will be away from your home for more than a month.

b) If you receive Housing Benefit, you must tell our Housing Benefit Department if any of your circumstances change.

c) A lodger is someone who lives with you, is not your partner or a member of your family, and pays you for his or her keep.

d) If you find it difficult to remove bulky items or rubbish from your home, or to maintain your garden or home, please contact your housing office for advice about how we could help you.

e) Some trees can cause subsidence (this is where the ground shrinks, which can damage property) by taking too much water from the soil, or nuisance by blocking light to your neighbours. It is important that you get permission from your housing office before you plant any trees so we can help you choose the right ones.

f) If you move out of your home or sublet all of it, the tenancy will no longer be secure and you would lose some rights.

g) The Housing Act 1985 states that secure tenancies may only be assigned (signed over) in limited circumstances.

Part F **Nuisance and Harassment**

1. ***You are responsible for your own behaviour and the behaviour of every person (this includes adults and children) living in or visiting your home, in shared areas (such as stairs, lifts, landings, entrance halls, shared gardens, play areas and parking areas etc), in the area around your home and in our offices.***

2. ***These Tenancy conditions must not be broken by you or anyone else you are responsible for (as stated above). If you do, we may decide to apply to the court for a possession order that could result in the end of your tenancy and everyone in your home being evicted with you. We may also seek other legal remedies.***

3. *You, your relatives, friends and any other person (Adults and children) living in or visiting your home must not do any of the following:*

- *Behaviour which causes or likely to cause harassment, nuisance, alarm, or distress to any person including BHP staff and agents.*
- *Harass, intimidate, abuse or discriminate against any other person because of their ethnicity, race, religion, disability (including mental and physical), gender, nationality, age or sexuality*
- *Use or threaten to use violence towards anyone living in your property or in the surrounding area*
- *Use your home for any immoral, illegal or criminal purpose including but not limited to:*
- *taking, selling, storing or supplying drugs*
- *storing or handling stolen items*
- *storing illegal firearms or weapons*
- *prostitution or soliciting*
- *Make noise (including music, shouting, DIY, door slamming,) at an unacceptable level which disturbs other people*
- *Anti Social Behaviour which includes but not limited to:*

    - *Damaging or vandalism any BHP property*
    - *Graffiti*
    - *Noise nuisance from pets*
    - *Being offensively drunk*
    - *Dumping rubbish*
    - *Noise nuisance from mini mopeds etc*
    - *Allowing dogs to bark continuously or loudly*
    - *Using abusive or insulting words*
    - *Not cleaning up after your dog*
    - *Abandoning vehicles on estates*
    - *Throwing items from balconies or windows*
    - *Setting fire to BHP property*
    - *Gang activity*

Part G Flats, maisonettes and shared areas

1. We will maintain and repair the structure and insides of all the shared areas of the building that your home is in, including:

    - doors and windows;

- walls, floors and ceilings;
- steps, lifts, passageways and other types of access.

2. You must use all shared areas in a reasonable and responsible way and not allow anything to block or cause damage to a shared area.

3. You must place all rubbish and recycling in the appropriate areas, chutes or containers provided. You must not throw any object, or allow it to be thrown, from any shared area.

4. If you have rubbish chutes, you must use them only for small amounts of rubbish. Put large items in the bins provided. You must keep to local arrangements for using rubbish chutes (which will normally mean not using them before 7 o'clock in the morning or after 11 o'clock at night).

5. You must not allow any shared area to be used in a way which causes a nuisance to, or harasses or annoys, your neighbours or their visitors.

6. You must not allow fire doors, security doors or main doors to be kept open.

7. You must not store anything in any shared area without our written permission. We will not refuse to give our permission unless we have good reason.

8. You must not interfere with any fire hoses, fire hydrants, cupboards or storage areas in shared areas.

9. You must tell us about any faults in shared areas as soon as you notice them.

Notes

a) Do not smoke in lifts or any shared areas.

Part H **Pets**

1. ***If you live in a house or property with its own garden you may keep a cat or a dog without obtaining our permission.***

2. ***If you live in a flat or maisonette or other home without its own garden you will need our written permission to keep a cat or a dog unless it is a guide***

or hearing dog.

3. *You may keep other small pets e.g. small caged animals and birds or fish at the property without getting our permission.*

4 *You must ensure that your cat/s and or dog/s are micro-chipped and neutered.*

5. *You, your family, or anyone living with you or visiting your home must not do any of the following:*

- *Keep any animal in the property which requires our written permission without first getting that permission;*
- *Keep any animals for commercial breeding purposes;*
- *Allow any animal you keep at the property to cause a nuisance to anyone in the local area, including our staff, agents or contractors;*
- *Allow any animal you keep at the property to foul in your home or in the shared areas or outside the property on, for example, roads, footpaths or play areas in the local area;*
- *Keep livestock such as chickens, ducks, geese, or goats without our permission.*
- *Keep any unsuitable or dangerous animals.*

Part I **Vehicles**

This part relates only to estate roads and land owned by us.

1. You or any person living in or visiting your home, must only park in parking areas specifically set aside for parking.

2. You, or any person who lives in or visits your home, must not allow vehicles to be parked anywhere that would obstruct emergency services or prevent us or our contractors from carrying out our work.

3. You, or any person who lives in or visits your home, must not park an unroadworthy or untaxed vehicle anywhere except in a garage or on your personal drive.

4. You, or any person who lives in or visits your home, must not carry out motor vehicle repairs if they are likely to cause a nuisance to or annoy other people.

5. We may clamp, remove and destroy any illegally parked, abandoned, dangerous or unroadworthy vehicle and charge the owner for our costs. This condition also applies to a valid parking permit (if one is needed).

6. You, or any person who lives in or visits your home, must not park any commercial vehicle that is licensed to carry loads above 7.5 tonnes or is longer than 5 metres on an estate road without written permission from us.

Notes

a) We know that vehicles can cause many problems and we hope the conditions above will reduce these problems as far as possible.

b) If you have any difficulties involving vehicles, discuss the situation with your local housing office.

c) If there are a limited number of parking spaces available, please be reasonable and consider your neighbours.

d) You need written permission from us if you want to create a parking area in your front garden.

e) Examples of vehicle nuisance are allowing oil to leak, leaving parts on footpaths and creating an eyesore.

Part J Leaving your home and ending the tenancy

1. You must give us four weeks' notice in writing if you want to end your tenancy. The four weeks' notice must end on a Sunday or Monday and you must give a forwarding address.

2. For secure flexible tenants, we may allow you to end your tenancy with less than four weeks' notice if there are no outstanding rent arrears or other material breach of tenancy. You would have to agree this with your housing office before you move out.

3. Once you have given us notice to end your tenancy you must give us access to your home to inspect it and show new tenants around. We will make an appointment with you before these visits.

4. At the end of the tenancy you must leave your home empty and secure and you must give us all the keys to it. If you rent any garages or sheds with your home, you must also leave them empty.

5. You must return the keys to your housing office before 12 noon on the Monday that your tenancy ends. If you do not return the keys on time, we ***will*** charge you extra rent for every week or part week until we receive the keys. If we have to change the locks to the property, you will have to pay our costs.

6. ***You must leave the property in a clean and tidy condition and free of rubbish. If we have to clean or clear the property, we will charge you for the cost of doing this.*** At the end of the tenancy, if there is any damage to your home or you have removed an item we own, you will have to pay for any repair or replacement and any other loss suffered by us.

7. If you stop using the property as your only or main home without telling us first, we will assume that you have given up the tenancy. We may then end your tenancy by giving you 28 days' notice.

8. Once the tenancy has ended, we will remove any items you leave in the property and we will either dispose of it, or store it, as the law allows. You will have to pay our costs for this.

9. If at any time when this tenancy is a flexible fixed term tenancy:

    - the rent or any part of it is unpaid for twenty-one days after becoming payable (whether demanded or not);
    - your home Is not your only or main home or you have sublet all of your home;
    - at any time you fail to perform or observe any of your responsibilities in this agreement; and/or
    - at any time there may arise statutory grounds under Schedule 2 of the Housing Act 1985 on which a court may make an order for possession, it shall be lawful for us, the Council, or anyone duly authorised by us at any time thereafter to re-enter your home or any part of it and this flexible tenancy shall then terminate (but without affecting any right or remedy, we, the Council, may have against you in respect of any breach of your responsibilities in this agreement).

Part K Providing information and consulting and involving tenants

1. It is important for tenants to be involved in the decision-making process.

2. We will encourage and support tenants who want to get involved in managing their homes, and will explain the various ways they can do this.

3. Tenants can be involved at different levels, and we will help all tenants to take part.

4. We will make sure we provide information to tenants in a clear and efficient way.

5. All the information we provide will be in plain English and we can provide versions in large print, Braille, on cassette, and in various languages on request.

6. We will express all information clearly and will not use jargon, racist, sexist or other biased language. Information will also be of good quality, provided in good time and relevant to your needs.

7. We will give tenants information on a wide range of subjects.

8. We will try to make sure that documents or consultation meetings are available at least a week before the meeting.

9. We will try to make sure that tenants are told about consultation meetings at least a week before they take place.

10. We will try to make sure we give tenants at least three weeks to respond to consultation proposals.

11. We do not have to consult each individual tenant about changes in the rent or service charges but we will tell you in writing at least four weeks before we make any change.

12. If you ask us, we will send you a copy of the 'Tenant Compact'. This sets out the details of how we will consult and involve you in the housing service.

13. Under Sections 102 and 103 of the Housing Act 1985, we may change the terms of your tenancy agreement. Apart from the changes in rent or service charges, we will always consult you before we make any changes.

Part L **Notices**

1. Any notice from you to us must be delivered or posted to your housing office or to the Director of Housing and Employment at:

   Brent Civic Centre

   Engineers Way

   Wembley

   Middlesex

   HA9 0FJ

2. Any notice from us to you must be delivered or posted to your home (i.e. the property described in the tenancy agreement).

Brent

Cabinet
8 February 2016

Report from the
Strategic Director Community Wellbeing

Independent Healthcare Commission for North West London

1. Summary

1.1 This covering report introduces the final report of the Independent Healthcare Commission for Northwest London. Following a year long investigation into health service changes across five London boroughs the Independent Healthcare Commission for North West London reported its findings in December 2015. The Commission was established to investigate the impact of the implementation of the Shaping a Healthier Future programme since 2013 across North West London. The SaHF programme has seen the closure of A&E facilities at Central Middlesex and Hammersmith and Fulham Hospitals and proposals the consolidation of acute services into five Major Hospitals across North West London. It also sets out plans to provide more services out of hospitals in community settings and through extended GP services.

1.2 The Commission, which was chaired by one of the UK's leading lawyers Mr Michael Mansfield QC, was jointly commissioned by the boroughs of Brent, Ealing, Hammersmith & Fulham, Harrow and Hounslow.

1.3 The Commission has spent the past year gathering evidence from public agencies, patients, clinicians and residents on their experience of using local healthcare services as well as analysis data on demand for health care and the needs of the growing population. The Commissioners held four public evidence hearings as well as receiving a wide range of written submissions of evidence. The final report sets out their findings and recommendations, which have been sent to NHS London, who have overall responsible for the design and implementation of SaHF. A copy of the report has also been sent to Jeremy Hunt, Secretary of State for Health for his consideration and the National Audit Office have all been informed of the concerns raised by the commission.

2. Recommendations

2.1 Members of the Cabinet are asked to note the findings of the Independent Healthcare Commission for North West London detailed in the accompanying report.

2.2 to note that a copy of the Commission's report and a letter from the five commissioning boroughs has been sent to Jeremy Hunt, Secretary of State for Health and the Nation Audit Office.

2.3 to note that the Council and members of the Health and Wellbeing Board are developing joint approaches to local service models intended to improve healthcare services, make best use of shared resources and achieve better outcomes for patients.

2.4 to note that the Council remains concerned that the population modelling used to forecast the investments in future health services in west London significantly underestimates the likely growth in population and the impact of regeneration programmes such as Old Oak Common..

3. Detailed Considerations

3.1 The Commission, which was chaired by one of the UK's leading lawyers Mr Michael Mansfield QC, was jointly commissioned by the boroughs of Brent, Ealing, Hammersmith & Fulham, Harrow and Hounslow.

3.2 The Commission has spent the past year gathering evidence from public agencies, patients, clinicians and residents on their experience of using local healthcare services as well as analysis data on demand for health care and the needs of the growing population. The Commissioners held four public evidence hearings as well as receiving a wide range of written submissions of evidence. The final report sets out their findings and recommendations, which have been sent to NHS London, who have overall responsible for the design and implementation of SaHF. A copy of the report has also been sent to Jeremy Hunt, Secretary of State for Health for his consideration

3.3 The findings of the Mansfield Commission are critical of the way in which SaHF has been implemented and the consequent impact on the performance of A&E services at Northwick Park Hospital which has been experiencing unprecedented levels of demand since the end of September 2014 when Central Middlesex A&E closed.

The key findings of the report are:-

- There is still no completed, up to date business plan in place that sets out the case for delivering the Shaping a Healthier Future programme, demonstrating that the programme is affordable and deliverable. Despite repeated requests from the Commissioners to NHS London to provide the financial business case this has still not been provided and NHS London are due to sign off the business early in 2016. Despite this the implementation of the reconfiguration has gone ahead in the absence of the business case and full implementation of the out of hospitals strategy. As a result the performance of A&E services has continued to decline, especially during periods of peak demand in the winter. This raises significant questions regarding the sufficiency of capacity in the system to respond to fluctuations in demand and the overall resilience within the health care system across west London.

- There was limited and inadequate public consultation on the original SaHF proposals and the proposals themselves did not provide an accurate view of the final costs and risks to the people affected. In addition the final proposals have changed materially from the models presented in the first consultation exercise. The public communication on the changes to A&E and the move to urgent care centres and out of hospital services was inadequate and caused confusion amongst the public on which service to access. This has impacted on the high level of demand at the remaining A&E services as insufficient patients were presenting at urgent care centres to make the system effective.

- The escalating costs of the programme does not represent value for money and the cost of management consultants to advise on the transformation and implement the changes has been unreasonably high. These costs were not set out in the original proposals and business plan.

- Continued lack of investment in the out of hospitals strategy, while still implementing the A&E closures programme has led to unacceptable standards and low performance within A&E. This is combined with a lack of bed capacity at Northwick Park due to staffing shortages. The delays in resolving this situation has been on-going for the past year. Residents still consistently report problems with accessing GP appointments in a timely way. This inevitably leads to people presenting at A&E, and the use of urgent care centres is below capacity, due to poor communication.

- Regardless of the merits of the SaHF reconfiguration the original business case seriously underestimated the increases in population being experienced in West London, and the future projections for continued population growth as a result of housing development such as the Old Oak Common scheme. This points to overall insufficient investment and financial planning to support the SaHF reconfiguration.

3.4 The report also highlights the increasing costs of the SaHF programme with cost now estimated at £1.3 billion project while the original proposals were predicating a saving of over £200 million a year.

3.5 Since the closure of Central Middlesex and Hammersmith's A&E Units Northwick Park A&E Unit has experienced long patient waiting times and a lack of bed capacity to accommodate admissions. Statistics on Northwick Park hospital has demonstrated performance has been consistently poor since September 2014. Data in the Commission's report shows London Ambulance Service 'black breaches'. These are where an ambulance has taken more than an hour to take a patient to A&E. In Northwick Park there were 633 such breaches compared to 106 at Hillingdon. Since publication of the report London Ambulance Service has been place in special measures due to poor performance and continued staff recruitment difficulties.

3.6 The council supports the principle of developing high quality out of hospital services where medical care can be accessed closer to home within community settings. The council has worked closely with the CCG and health providers to improve community services, ensuring that people with long-term conditions are provided with support to manage their own healthcare and reduce the need to use hospital or emergency services. However more investment is still required in local healthcare services and it is important that these services are in place before hospitals are reconfigured. The council is keen to be an active partner in shaping the

3.7 The findings of the Independent Healthcare Commission highlight the importance of collaboration between health service providers and local authorities to inform both the design and delivery of new models of health care. The council welcomes moves towards co-commissioning and co-production with health partners and will be working to ensure positive joint arrangements are developed to address the findings arising from the Commission.

3.8 The council is also focused on preventative healthcare and encouraging people to adopt healthier life styles which sustain good health and independence. Improving overall public health is critical to reducing reliance on acute medical services and the

prevalence of preventable long-term health conditions. The overall health economy is inextricably linked to social and economic determinates of health and a collaborative approach across the NHS and the council is fundamental to sustainable planning of future service models.

4. Financial Implications

4.1 There are no direct financial implication to the council arising from this report.

5. Legal Implications

5.1 There are no direct legal implication arising from this report.

6. Equalities Implications

6.1 There are no direct equalities implications arising from this report. However the findings of the Independent Healthcare Commission do highlight the impact which the SaHF programme has with regard to equalities considerations.

Contact Officers

Cathy Tyson
Head of Policy and Scrutiny
Chief Executive's Department

PHIL PORTER
Strategic Director Community Well-being

Brent	**Cabinet** 8 February 2015 **Report from** **Strategic Director, Community and Well-being**
For Action	Wards Affected: ALL

Adult Social Care Local Account 2014/15

1.0 Introduction

1.1 Towards Excellence in Adult Social Care (TEASC) is the national sector led improvement programme hosted by the Local Government Association (LGA) and supported by the Association of Directors of Adult Social Services (ADASS). TEASC's goal is to sustain proven, cost-effective, high quality services, tailored to individual need.

1.2 Local accounts are a key part of the TEASC programme, providing a mechanism by which the council demonstrates local engagement and accountability. They are also a tool for planning improvements, as a result of sharing information on performance with people who use services and engaging with them to get feedback on their experience.

1.4 The concept of producing a local account is not a new idea, rather it builds on work that councils are already doing in relation to local quality assurance and safeguarding. It is also aligned with developments taking place around sector led improvement in children's services. Local accounts are also mentioned in the Department of Health's Transparency in Outcomes framework and are conducive to wider government agendas e.g. localism and transparency.

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

2.0 Recommendations

The Executive is asked to:

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

3.0 Executive Summary

3.1 The challenge to continue delivering good quality services at an affordable cost within a diminishing financial framework remains acute and has dominated our service planning activities in 2014/15 and again in 2015/16.

3.2 The Adult Social Care department delivered services to more clients in 2014/15, but with less money. The number of service users continues to grow by 2% year on year. The department's budget has reduced and will continue to reduce year on year. The department delivered savings of £4.4m in 2014/15, and will deliver a further £8.6m in 2015/16.

3.3 Given the challenging operating context, performance during the past year has been good overall. We have seen ongoing improvements in the work we do to ensure our services are supportive, and people feel safe; we have increased the support we provide to carers, our Reablement service continues to enable people to remain at home (not going back to hospital); and fewer and fewer people have to go into residential care. However, there are clear areas for improvement. We still need to work harder to ensure that people (service users and carers) are not socially isolated, that service users can get out of hospital quicker, that they have greater choice and control and that these improvements deliver greater satisfaction with our services and improved quality of life.

3.4 It is also worth noting two significant projects which have had, and will continue to have, a significant impact on the services we deliver. The New Accommodation for Independent Living (NAIL) project has supported more people to live independently, reducing the need for residential care by providing people with more options for where they live. And the partnership with CNWL also made significant achievements in supporting people with mental health needs to live more independently. The Mental Health Accommodation project has helped 36 (of 61) people to live independently while achieving nearly £1m budget savings without compromising service quality.

3.5 As well as building on the projects outlined above, we will need to continue to build on our work with health partners to continue to redesign how we deliver all our services to continue to strive to improve with less money. The integrated Rehabilitation and Reablement service is an excellent example of how we can do this, improving the experience and outcomes for service users (supporting people to remain independence) while removing duplication across health and social care service. Further integration options will continue to be explored in the coming years with our health partners.

4.0 Financial implications

4.1 These are set out in Section 5 of the local account. This section provides an overview of the adult social care budget in 2014/15 as well as providing the context from preceding years which highlights how the department is doing more with less. It also highlights the significant financial pressures for the coming years.

5.0 Legal implications

5.1 Part 1 of the Care Act 2014 came into effect on 1 April 2015. Local authorities in particular will take on new functions, making sure that people who live in their areas receive services that prevent their care needs from becoming more serious, or delay the impact of their needs; can get the information and advice they need to make good decisions about care and support; and have a range of providers offering a choice of high quality, appropriate services.

5.2 The overarching purpose of the Care Act is to help improve people's independence and wellbeing. It also places duties on local authorities to provide or arrange services that help prevent people developing needs for care and support or delay people deteriorating such that they would need ongoing care and support also known as the wellbeing and preventative duty. Local authorities also have a duty to support carers and safeguarding is now on a statutory footing.

5.3 Local authorities have to consider what services, facilities and resources are already available in the area (for example local voluntary and community groups), and how these might help local people and save the costs; identify people in the local area who might have care and support needs that are not being met and identify carers in the area who might have support needs that are not being met.

5.4 Local authorities should also provide or arrange a range of services which are aimed at reducing needs and helping people regain skills, for instance upon discharge from hospital. They should work with other partners, like the NHS, to think about what types of service local people may need now and in the future.

6.0 Diversity implications

6.1 This report has been subject to screening by officers and there are no direct diversity implications. However it should be noted that the service improvement initiatives developed and delivered during 2014/15 have routinely undergone Equality Impact Assessments prior to implementation, as per the Council's Equality and Diversity policy.

7.0 Contact officers

PHIL PORTER
Strategic Director, Community and Well-being

Adult Social Care in Brent

Working with you to find solutions

Local Account 2014/15

"Your adult social services - what you can expect"

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1. Introduction

Cabinet Member, Adults, Health and Wellbeing - Cllr Hirani

As Cabinet Member for Adults, Health and Wellbeing it is a pleasure to lead the Adult Social Care department. The department continues to work hard to deliver the Council's priorities, to focus on the most vulnerable in our community giving them a voice and helping them to achieve a better quality of life. While we continue to celebrate the fact that people are living longer we also need to be prepared to support people living with more complex, long-term conditions and ensure that they have the support they need to live as independently as possible for as long as possible.

In 2014/15 we prepared for the implementation of Phase One of the Care Act legislation in April 2015. The Act has resulted in new responsibilities for local authorities including recognising the role of carers and increasing the support available to them which we have achieved, for example, through the Carers' Hub and by offering more carer assessments. The Council now also has a duty of prevention in order to reduce or delay the need for support. Our Reablement services continue to work towards doing this. We have also been working on improving the information, advice and guidance which is available to our residents and continue to do so in 2015/16.

As well as supporting more people with complex conditions, we are working in an environment where there is less money to provide services. The Government has significantly reduced the funding it distributes to local councils, with Brent being disproportionately impacted negatively. With the planned budget cuts year-on-year for the upcoming years, and the number of service users increasing by two percent every year, we have a challenging task ahead. We will need to change the way we work to achieve the efficiency savings required. We will also need to improve how we work with the voluntary and community sector, the health service, and most importantly the people using our services, their family and friends. This will ensure that we continue to deliver our department's core priorities with the resources we have.

2. What is adult social care?

This section outlines who uses adult social care services and support. It also highlights the size and scale of the whole adult social care sector in Brent, including family and friends who provide support and people who buy care for themselves. During 2014/15, adult social care services were preparing to meet the requirements of the Care Act, the new legal framework for social care as of April 2015. This includes preparing for the duty of prevention, including the provision of better information, advice and guidance and providing more support for carers.

2.1 Who needs support?

Some people need practical care or support to do everyday things (such as wash, dress, go out) that most of us take for granted. They need this support to lead a safe, independent life which improves their well being. They might need help because of their age, because they have a learning disability, a physical disability or a mental health illness.

The number of people who need this support is growing as people live longer with more complex medical conditions. Some key facts are included below, but the Brent Joint Strategic Needs Assessment provides a detailed overview of Brent's population.

- Although Brent has a comparatively young population, the number of people aged 65 and over, a key focus for Adult Social Care, is expected to increase by 10% from 2015 to 2020, with the largest proportionate increase in the 85 and over population.
- In Brent, black, Asian and minority ethnic (BAME) groups make up 65% of the population as a whole, however BAME groups make up less than 40% of the population over 75[1] . This is expected to change over time, with the Asian population making up 39% of the population over 65 by 2020.
- The average life expectancy in Brent is 79.9 for men and 84.5 for women. Healthy life expectancy is 62 years [2]
- Over 2,500 people in Brent are living with dementia, which is expected to increase to over 3,800 by 2030[3]
- Between 2014 and 2030, the number of people in Brent with a Learning Disability is expected to rise by 8%[4]
- 2,483 people are estimated to be living with autism in Brent, and the number of people with autism over 75 is expected to increase by 34% over the next ten years[5]
- 27% of people over the age of 65 live alone[2] and only 36.9% of Adult Social Care users reported having as much social contact as they would like[6]
- The percentage of households estimated to be fuel-poor in 2013 in Brent (12%) was higher than both the London (9.8%) and England (10.4%) average[7]. Living in a cold, damp home increases the risk of poor health, particularly for older people.

[1] Census (2011)
[2] Brent Joint Strategic Needs Assessment (2014) https://www.brent.gov.uk/jsna
[3] POPPI data on dementia
[4] POPPI and PANSI data on learning disability
[5] POPPI and PANSI data on Autistic Spectrum Disorders
[6] ASCOF 2014/15

2.2 What sort of support is provided?

The type of support people require will depend on their individual circumstances, but this might include:

- help to get up, washed and dressed in the morning, which can be provided in a person's home, or in specialist accommodation such as extra care housing where there are carers on site, or in residential and nursing homes
- support to go out and access services in the community, for example education and training
- support to learn new skills that leads to greater independence
- support with making decisions, for example support with managing money
- support to stay safe, either to manage risks in someone's daily life or help when they have been abused.

The aim of Adult Social Care is to provide this support, helping people to have choice and control in order to be safe and live independent lives.

2.3 Who provides the support?

Family and friends are the biggest group of people who provide practical support. The 2011 Census information suggest there are 26,600 carers (family and friends) in Brent, providing support for more than one hour per week. Approximately 5,857 of these are providing over 50 hours of support a week and nearly 5,000 are providing between 20 and 49 hours per week[8]. This is a huge commitment, which needs to be recognised and supported. Although many carers do not want recognition, many do want support when caring for a loved one

There are also a large number of people who pay privately for their care in Brent. They do not contact the Council, but go directly to social care providers. We estimate that there are at least 579 people in residential and nursing care who pay for their own care, compared to 515 whose care is paid for by the Council.[9] We know that across London 86% of people who pay for home care themselves pay for 20 hours or less a week of care, but 9.3% are purchasing 30 or more hours a week.

In situations where family and friends are not able to provide support, the individual doesn't have the money to purchase care privately, and the person's needs are significant enough to meet Brent's eligibility criteria, then Brent Adult Social Care helps people to get the support they need.

[7] Department of Health https://www.gov.uk/government/statistics/2013-sub-regional-fuel-poverty-data-low-income-high-costs-indicator

[8] Census, 2011

[9] Brent Market Position Statement, 2014

2.4 Who works in Adult Social Care in Brent?

There are currently over 2,500 people employed in adult social care roles in Brent[10]. This does not include Personal Assistants (PAs), who are paid directly to provide a wide range of support. The vast majority of people (1677) are employed in direct care roles[10] such as care workers who work for home care agencies, residential or nursing homes and day centres.

In addition to the care worker roles, there are a range of other roles that are essential to delivering adult social care in Brent. These roles include Personal Assistants (PAs), social workers, occupational therapists, contract management and commissioning staff.

[10] Skills for Care NMDS https://www.nmds-sc-online.org.uk/reportengine/dashboard.aspx

3. Brent Council's role in Adult Social Care

This section outlines the role Brent Adult Social Care plays in ensuring that everyone who needs adult social care support in Brent can access it.

Across all of the roles outlined above, Brent Council employs 350 people to make sure that people who live in Brent have access to:

1. the information, advice and guidance (which could include an assessment) they need to *make good decisions about care*
2. a range of providers which offer *a choice of high quality and appropriate services and support.*

3.1 Making good decisions about care

3.1.1 Information and advice

For most people, needing practical support to lead an active life and do everyday things is not something they prepare for. Therefore, the first thing we do is provide as much information and advice as we can when residents (people who need help or their family and friends) visit the Brent website. In 2014/15 we also have focussed on increasing the information available to Brent residents on Care Place, the West London Alliance health and social care information service. In January 2015, nearly 170 different Brent care providers had registered their information on Care Place, providing information on services including health, leisure, education and employment, day care, supported living and residential care.

3.1.2 Identifying needs and providing appropriate support

If someone needs more than information and advice, they can contact Brent Customer Services or the Hospital Discharge Team, who will explain what we can do to help:

1. The process begins with an assessment to gain an understanding of the problems the person is facing. The assessment will also identify strengths and abilities, and what their family or community could do to help them to live independently. It will also clarify whether the level of need is significant enough to require Council-funded support. More information on eligibility and assessments is available on the Brent website.
2. For most people the next step is reablement, a programme of short-term support which can last up to six weeks, to build on those strengths and identify support in the family or community to help the person to continue to live independently
3. People will be offered a financial assessment to find out how much they need to contribute to their care. More information on financial assessments is available here.
4. If the person is not able to live independently with the support of family and friends, and they cannot afford to buy their own support, then the person is entitled to a Personal Budget. This is the amount of money the person is entitled to, to meet their social care needs.
5. We work with the person and their family to identify what outcomes people want to get from any support and create and implement a support plan which will set out the services and activities that best meet their social care needs. We encourage people to manage their support through a Direct Payment
6. We will review the person's needs, how well the support plan is meeting those needs and the agreed outcomes at least once a year, unless they contact us before.

The way we work through the five steps above with people, their families and communities is critically important. Therefore, in 2014/15:

- 150 frontline staff and 12 managers were trained through the Core Skills Training programme. This training was created to set a foundation for the Care Act in cementing good practice in our front line teams, including Brent Mental Health Services. The three modules, Strengths Based Assessments; Creative Support Planning; and Evidenced based Recording, set standards of practice across the department which were based on professional national Social Work competencies and reinforced the personalisation agenda. In addition, 52 people attended Deprivation of Liberty Safeguarding (DoLS) awareness training, and 66 attended the Mental Capacity Act Awareness training
- we finalised the Customer Service Standards, which were developed through engagement with service users in 2013/14. These outline what customers can expect from ASC and can be found in Appendix 1
- we carried out the Annual User Survey and our Local User Survey or 'call back' interviews to measure how we are doing in terms of meeting the Customer Service Standards (see Appendix 1) and Brent's Customer Promise
- we provided more support for carers, with 541 carer assessments completed compared with 531 from 2013/14 and 487 from 2012/13

3.2 A choice of high quality and appropriate services and support

Brent Council has to buy and arrange services and support, which promote the wellbeing of people receiving those services. This breaks down in to two key areas:

1. Service development
2. Quality management

3.2.1 Service development

Service development is how the Council ensures there is a wide range of services and support in Brent to meet the needs of our diverse community. This includes home support services. The new four year ***Home Support Framework*** started on 1st October 2014 which provides a range of Home Support services including:

- Personal Care & Home Support
- Extra Care & Supported Housing Domiciliary Care and Support
- Reablement Services & Therapeutic approaches
- Children's Services including Transitions
- Enhanced Home Based Care
- Housing Related Support and Generic Service

Streamlining the home support services enables us to work more closely with providers and ensure that a high quality service is delivered that meets the needs of our service users. In 2015/16 we will review the implementation of the Home Support Framework to ensure that it is meeting customers' needs.

3.2.2 Quality management

Quality management is how the Council ensures delivery of good quality services which improve people's well being. The Council undertakes a range of monitoring activity,

proactive, reactive and themed. This includes monitoring performance data submitted by providers and obtaining feedback from service users face to face through site visits and audits. Where improvements are required an action plan is agreed which the provider can work through. All complaints and concerns, informal or formal, are fully investigated and where appropriate will either instigate reactive monitoring or improvements are added to the existing action plan. Training is also provided and issues explored more widely across the sector through our monthly Provider Forums.

3.3 Working in partnership to deliver

As the national good practice guidance for adult social care commissioning, Commissioning for Better Outcomes, makes clear, service development and quality management have to be done in partnership. We need to work with:

Service users, their families and communities:
The successful programme of working with Bheard Service User & Carer Group for Adult Social Care continues. Throughout 2014/15 members have:

- Undertaken "enter and view" visits and peer quality calls for older peoples services
- Contributed to the Community Access Strategy; Direct Payments Project; and Assessment & Support Planning process and leaflet to benefit both staff and clients
- Been pro-active in steering the Social Isolation in Brent Initiative (SIBI) which supports isolated residents to engage and be part of their community through a range of activities through social connections
- Played a key part in the Brent Shared Lives Panel, responsible for recruiting carers for vulnerable people who live in the borough and are able to care for residents in their own homes; ongoing procurement projects; and staff interview panels.

In addition to the above, Brent Council engaged with service users in 2014/15 through:

- The Brent Pensioner Forum: with meetings focusing on topics such as managing finances, which covered personal budgets and direct payments, independent advocates and deputyships
- Brent Connects – Disability Forum: Transport options for disabled people in Brent were discussed, after which the group felt much more informed about how to get around the Borough. Again this forum was an opportunity to discuss various topics such as the New Accommodation for Independent Living (NAIL) project, information on the Care Act, BAS4IL, and community safety issues
- Service user groups to inform the Social Isolation in Brent Initiative (SIBI): Members were consulted on how to best address social isolation in Brent. Feedback was that a Mobile Hub would be a good option, rather than occasional days out. A Mobile Hub could also act as a signposting mechanism. These user groups also identified the need for a communications strategy, and the importance of co-production and partnership working with Health Services, the Voluntary Sector, and Public Health.

Social care providers in the private and voluntary sector:
In 2014/15, a key focus was to improve the relationship between service providers and Brent Council to ensure that people receive a quality service. To support this, Brent have

developed the Brent Market Engagement Network (BMEN) which was implemented towards the end of 2014/15.

BMEN activities include a range of opportunities to engage with providers and enable a two-way communication channel between Brent Council and the market place. These consist of large-scale provider summits, regular provider forums and monthly provider 'drop-in' sessions. It also includes engaging with providers and other stakeholders involved in delivering the NAIL project to ensure that the accommodation meets the requirements of the community.

Health Services:

In 2014/15 Brent Health and Adult Social Care partners, working with community stakeholders, agreed our priorities and projects for health and social care integration (sometimes referred to as the Brent Better Care Fund Plan). The priorities and projects were:

1. Help everyone to live independently in the community - social workers working in multi-disciplinary teams with GPs, community nursing and the voluntary sector to give people more choice and control over their day today support

2. If a crisis happens, provide a more responsible and holistic service – review STARRS (short term rehabilitation and reablement service) to ensure it has a wider range of services to reduce the need for people to be admitted to the hospital unnecessarily

3. If someone does need to go to hospital, improve the support we provide to help them to go back home safely - an integrated team that works 7 days a week, which will ensure people have the choice to go home

4. Ensure that wherever you are, and however you access health and social care you get the same access to support to maintain your independence - create a single integrated Rehabilitation and Reablement team which will provide short-term intensive support to help people achieve their reablement goals.

Other public services such as Mental Health services:

In 2014/15 Brent Council, together with the Brent CCG, has continued to work in partnership with our mental health service provider, Central and North West London NHS Foundation Trust (CNWL) to deliver improved services for people with mental illness. One of our main areas of focus over the last couple of years has been on providing suitable accommodation for people using mental health services. With CNWL we have run a project which has aimed to improve the lives of mental health service users by providing good quality accommodation and support to help them move from residential care into independent accommodation.

At the start of 2013/14, 61 mental health service users were living in residential care, many of whom had been in the same accommodation for a long time, with little consideration given to 'step-down' from these high support placements. The project set out to work with those 61 people to address these issues and move as many people out of residential care as possible

into less restrictive accommodation options. The focus was to be on the needs of the user, with the quality of accommodation and support of paramount importance.

The numbers of service users in residential care has fallen significantly over the past two years, from 61 in April 2013 to 25 at the end of July 2015. Work is continuing on this into 2015/16, particularly on moving people into private sector housing, with an aim to have only 10 people in residential care by the end of 2015/16. As well as delivering better outcomes for service users, promoting recovery and independence and moving them away from restrictive accommodation options, the Mental Health Accommodation Project has delivered nearly £1m budget savings which has helped the service reduce costs significantly without compromising service quality. We will continue to work in partnership with the CCG to improve how we commission our Mental Health Services.

4. Your views count – working together to find solutions

A key objective of the department is for people to have choice and control over the support they receive in order to live safely and independently. From April 2015, the Care Act has placed a clear duty on Brent Council to promote people's wellbeing and to focus on prevention to try and minimise the need for care and support. The best way to achieve these objectives, and the only way given the financial pressures on local government, is by working together – service users, carers, social care providers and the Council. That is why this section is focused on how we do this – ensuring everyone not only feels that they can participate, but is actively supported to do so.

4.1 Assessment and Support Planning

The process of working together starts as soon as someone contacts us – from the information and advice we provide on the website and through Brent Customer Services to the assessment and support planning process. Someone may also be in contact with us for the first time through our Hospital Discharge Team, following an emergency hospital episode after which they may need additional support to help them achieve their goals to regain their independence. The public standards set this out in more detail, but the important point is this is not a Brent Council process for allocating money. Assessment and Support Planning is done in partnership with the person and their family and friends, to understand:

- what they can and cannot do, and what goals they want to achieve
- how we can work together to help them to achieve these goals and to live as independently as possible.

4.2 Day to day feedback

People have told us that they don't always want to complain, but it is crucial that everyone knows how to feedback positive and negative comments, as it is an important part of continuing to improve the service. There are currently a variety of ways in which people can feedback. The full details on this and how to give a compliment or make a complaint are available at on our website. We know we need to be more proactive to get more and better feedback and to continue to proactively get feedback on all elements of Adult Social Care where we will contact 10% of all service users and carers throughout the year. We are also looking at how we carry out reviews and how we can get individual feedback in a better way.

4.3 Ongoing consultation and involvement

The focus for ongoing involvement is **Bheard** Adult Social Care Service User and Carer Group who are actively seeking to recruit new members to influence and shape how services are delivered within the borough. Bheard members have been involved in a whole range of activities from evaluating service tenders, to interviewing staff, to carrying out 'enter and view' visits in residential homes.

The post of ***Engagement and Involvement Officer*** within the Commissioning and Quality Team of Brent Adult Social Care has been created to strengthen the voice of people who use adult social care services and their carers. The officer will aim to work with existing

engagement and community groups in Brent, to recruit and retain volunteers to provide feedback to the council about the services they use at an earlier stage in the commissioning cycle. There will be opportunities for them to be involved at different levels from surveys and focus groups to procurement panels. The aim will be to build trust, improve access and publicise engagement and co-production opportunities, particularly with people from seldom-heard groups in the local community.

4.4 Equality and Diversity

Brent is committed to equality, diversity and inclusion. The Council's vision is to create opportunities for everyone who lives and works here to change their lives for the better.

Brent Council demonstrates commitment to equality and diversity by hosting an annual event celebrating The International Day for People with Disabilities. In December 2014 to mark the International Day for People with Disabilities, in partnership with BHP, the Council organised ***'Break Barriers, Open Doors'.*** The aims were to follow the UN lead and celebrate disability, demonstrate the range of support available to Brent residents with disabilities and their carers and use the conversations and ideas from the event to help shape what we might need to do next locally. Facilitated by Helga Gladbaum, in her role as the Chair of the Disability Forum, over 300 residents attended and 48 different services (from the Council, BHP, other statutory and voluntary/community sector partners) ran information stalls. At lunchtime, the Mayor, Cllr Aslam Choudry, the Lead Member for Equality, and Tom Bremner, the BHP MD, gave speeches. Two workshops on transport and welfare benefits included speakers from the Department of Work and Pensions and Transport for London as well as Council officers and partners. Entertainment was provided by the Kaos Signing Choir for Deaf and Hearing Children, the Asian People's Disability Alliance Wheelchair Dance Group and the New Millennium Performers. About 30 staff from both organisations worked as stewards.

In carrying out all of our activities, Brent Council takes every action to advance equality of opportunity and encourage good relations between people from different groups. Brent Council ensures all decisions take equalities considerations into account. We carry out an equality analysis of changes to policies, strategies and services to ensure that our policies and practices are fair, in order to help us to deliver the most effective and responsive services for local communities and to help us to demonstrate compliance with the Public Sector Equality Duty and the Equality Act 2010.

4.5 Annual national surveys

There are a number of statutory surveys that have to be undertaken annually. These surveys must be carried out in line with strict guidelines set out by the Department of Health. We advertise through core networks such as the Council for Voluntary Services and the Carers Hub. These give service users and carers the opportunity to feed back anonymously on all elements of the adult social care support they receive. However, they are only carried out annually and focus on a wide range of issues, and people tell us they want to feed things back when they happen on the issue that is important to them. Therefore, the ongoing regular feedback from 10% of all service users becomes even more important.

There is no doubt that the coming year(s) will be challenging, but we continue to work hard to ensure that the most vulnerable people living in Brent are supported to live well and as independently as possible. By working together we can improve people's lives and continue to support them to live as independently as possible.

4.6 Carer's survey

The 'Caring for Others Survey' is a national biennial survey which aims to collect information about carers' experiences of adult social care services and support. In 2014/15, 641 Brent carers who were eligible to participate were sent a questionnaire. The following summarises some key points from the survey responses:

- The majority of the carers that responded were female (76%) and the predominant ethnicity group was Asian or Asian British.
- 87.2% of carers lived with the person they care for, with 35.5% spending 100 or more hours looking after the person they care for.

Responses about the services they had received indicated that

- Many carers do not feel they have as much control over their daily lives as they would like
- A quarter of respondents indicated that they have little social contact and feel socially isolated.
- A third of carers found it easy to find information and advice about support services or benefits . Of those who had received information and advice the majority (79%) found it helpful.
- One third of carers felt they had not been sufficiently involved, or consulted as much as they would want, in discussions about the support/services provided to person they care for.
- Overall satisfaction levels with support received indicated that 53% were satisfied; 19% were dissatisfied; and 14% had not received any support in past 12 months.

The results of the survey will be used to inform how we provide services including making it easier for carers to find information, improve ways in which carers are consulted with and involved in the care for those they care for, look into ways in which to support carers to relieve social isolation and supporting those individuals who expressed that they are extremely worried about their personal safety.

4.7 Local User Survey:

In 2014/15 we also carried out our own Local User Survey. This consisted of in-depth conversations with people who had had a recent assessment to help us understand the customer experience and measure how we were doing against our Customer Service Standards. It identified that we are doing some things well:

- 80% of people were clear about why we had contacted them
- 66% had a good understanding of the assessment process.
- 71% thought they were listened to and the support plan reflected their priorities.

It also highlighted areas for improvement. We need to get better at providing feedback following an assessment, including making sure that people know who to contact if they need more information and ensuring that the information is helpful. Customers said that it would help to have time parameters on outstanding issues or services. We have listened to this feedback and are working on improving how we provide information and how we resolve issues in a timely manner.

4.8 Complaints Summary 2014/15

There was one less complaint received in 2014/15 (118) compared to 2013/14 (119), but the number of complaints is still relatively low compared to other London boroughs. We responded to 57% of these within the timescale we agreed with the complainant. Although this is a 10% improvement from last year, we still need to improve on this which we aim to do in 2015/16.

Thirty (25%) complaints related to Support Planning and Older People/ Disable Peoples' services. The issues raised in complaints concerned the reduction in the size of care packages, invoicing of charges, how we communicate with our service users and complaints about homecare providers. The Client Affairs Team received 22 complaints, 19% of the department's total. Typically, the issues raised in complaints concerned the management of funds on behalf of clients, (deputyship / appointeeship), financial assessments and invoicing/billing. Other services for which complaints are in double figures are the Commissioning & Quality service, which deal with complaints concerning our homecare providers, and the Hospital Discharge service whose role is to ensure that coordinated services between the NHS and the Council are in place when a service user is discharged from hospital.

The number of complaints considered by the Local Government Ombudsman (LGO), a final external review of the complaint, continues to fall. In 2014/15, five cases were reviewed by the LGO, compared with seven and ten in 2013/14 and 2012/13 respectively. This suggests that while we do accept responsibility in a lot of cases early in the process, we can still improve rather than requiring the complainant to challenge our responses.

The analysis of complaints has fed into a range of service changes in the department including:

- training for care assessment staff to improve recording and completing assessments
- piloting a new approach where care assessments and financial assessments are completed at the same time to ensure that service users are aware of any financial contribution they may need to make towards their care as soon as possible
- improved communication between ASC teams to ensure that consistent information is provided to service users
- appointment of a new Supported Housing provider
- improved monitoring systems to support prompt home care visits
- staff training, ensuring that all staff are able to provide accurate information and advice

5. What Brent Council spends on adult social care

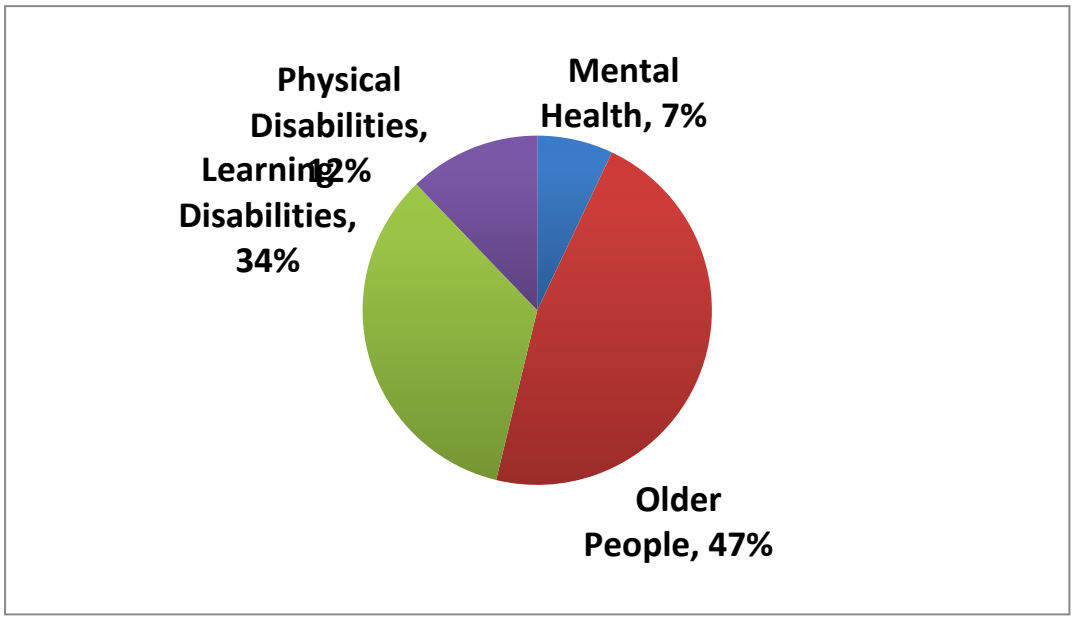
The Adult Social Care department delivered services to more clients in 2014/15, but with less money, as seen in the budget reductions in the last few years. The department's budget was reduced by £4.4m in 2014/15 compared with 2013/14. We already know that it will reduce by a further £8.6m in 2015/16, and there will be a further reduction of £8m in the 3 years after this. In comparison overall client numbers increased year on year by 2%.

Significant demographic pressures have been acknowledged by Adult Social Care: more people are living longer with more complex conditions, and the change in funding has focused the department to deliver a more robust, but less expensive service.

The service had to go through a considerable transformation to achieve these savings, reducing the focus on residential and nursing care, and developing Supported Living Accommodation to give the vast majority of people who need accommodation based care greater independence and improved quality of life.

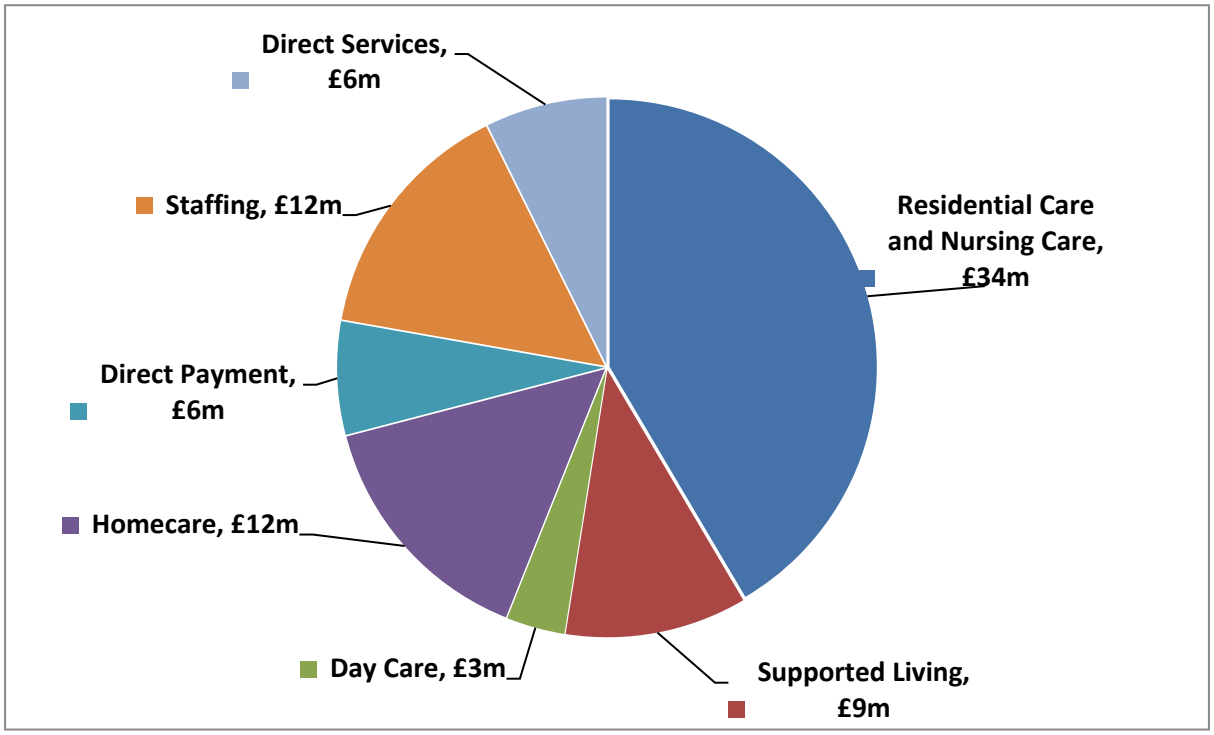
5.1 Who does Brent ASC spend its money on?

The 2014/15 ASC budget was spent on four client groups:



In 2014/15, 34% of the budget was spent on Learning Disabilities, an increase from 28% in 2013/14. Learning Disabilities' Supported Living, Direct Payments and Homecare client numbers has shown a considerable increase between 13/14 and 14/15 resulting in a larger proportion of money being spent. There has been a slight decrease in the proportion spent on Mental Health and Physical Disabilities compared with last year.

5.2 What services and support does the department spend its money on?



The diagram above sets out an overview of the services and support purchased in 2014/15.

Note:

- Direct Services are the day services and residential care that Brent Council directly provide, rather than buying from an external company.
- The majority of staff relate to social work staff who are the people who assess and support the people who come to Adult Social Care for help.

5.3 Residential & Nursing and Homecare - two biggest discrete areas of spend

5.3.1 Residential Care

Spend	2013/14	2014/15	2015/16 projection
Residential and Nursing spend	£39.9m	£34m	£28.5m
Number of Residential and Nursing placements	983	957	883
Supported living spend	£5.2m	£5.7m	£7.2m
Number of Supported living placements	139	173	193

In 2014/15, we spent £34m on residential and nursing care. This is a significant decrease from 2013/14, due in part to the New Accommodation for Independent Living (NAIL) project which is supporting more people to live independently. Older people accounted for 56% of the residential and nursing spend in 2014/15, and a further breakdown shows dementia placements accounted for 57% of the Older People service. The average cost of a dementia

placement is £539 per week, and the highest cost is £1,763 per week – this has not changed since 2013/14. The difference between these two rates shows the complexity of care needed for dementia clients.

Learning disability accounted for 32% of the residential and nursing spend in 2014/15. These care placements range from £425 per week to £2,816 per week, unchanged from 2013/14. These placements are normally part funded through Health, which again shows the complexity that exists in these client placements.

5.3.2 Homecare and Reablement

Spend	2013/14	2014/15	2015/16 - projection
Homecare (Including Reablement) spend	£11.6m	£11.5m	£12.4m
Number of Homecare/Reablement placements	3279	3496	4151

In 2014/15 we spent a total of £11.5m on Homecare, supporting more people to live at home. The increase in client numbers between 2013/14 and 2014/15 was 7%, while the forecasted increase for client numbers into 2015/16 is 19%. As a result of this increase in client numbers, there is a projected increase in spend from £11.5m in 2014/15 to £12.4m in 2015/16.

The average hourly rate for external home care packages in 2014/15 was £13.55 per hour. The average number of hours for an older person is 6.5 per week, which costs £4,615 per year. This compares with 7.3 hours per week in 2013/14, £9,500 a year. The biggest package of homecare support we provided for an older person in 2014/15 was 42 hours per week (at a cost of £29,000 per year).

6. Brent Council's Adult Social Care priorities

Priority 1: Zero tolerance of abuse

What does zero tolerance of abuse mean in Brent?

Zero tolerance of abuse means:

- responding effectively to concerns raised (known as safeguarding adults alerts) to ensure that people who have been abused are safe and the person responsible is held to account, but also
- working to prevent abuse – ensuring people receive high quality care delivered with dignity and respect.

The Safeguarding Adults Team in Brent is at the centre of achieving these objectives as the team receives all of the safeguarding adults alerts. However, it requires support from everyone to achieve them. We need all of our providers and commissioners to be working to ensure that our services treat people with dignity and respect.

What have we done in 2014/15 (from Safeguarding Adults Annual Report):

- The Safeguarding Adults Team received notification of 1720 safeguarding concerns in 2014/15. This is a rise of 47% from 2013/14.
- Almost 40% of safeguarding investigations in Brent are for individuals not already known to social care. Comparisons with national and local performance (which are 19% in London and 18% nationally) demonstrate that people in Brent are better able to recognise safeguarding concerns and have the confidence to report these.
- In 2014/15, 43% of enquiries allege that the harm occurred in the adult's own home. This demonstrates the value of public awareness campaigns and provides a clear justification for maintaining the momentum of the 'See it: Stop it' campaign so that each of us can recognise signs of neglect and abuse and know how to report this.
- In Brent, 2% of cases recorded capacity as unknown. Nationally, this figure was 20%, signifying that Brent practitioners take their duties seriously to assess mental capacity and secure suitable representation to support those who need support during a safeguarding investigation
- 86% of concluded enquiries in Brent either removed or reduced the risk (compared to 63% nationally). This demonstrates how well Brent practitioners have embraced the 'Making Safeguarding Personal' principles.
- In 2014/5 the upward trend of inconclusive cases was reversed with the proportion of cases found to be inconclusive reduced to16.5% compared with 25% in 2013/14.
- In preparation for the implementation of the Care Act, the Safeguarding Adults Board reviewed its governance arrangements, structure and membership in order that partners were well positioned to undertake the Board's new statutory duties.

As a result of a change in legislation and to improve the way we safeguard adults in 2014/15 we increased the capacity within our Safeguarding Adults Team. We also delivered a training programme to ensure that providers and staff were aware of their responsibilities to

provide a consistent and high standard of in safeguarding cases. We supported providers, particularly those in residential and nursing homes, to ensure that they were prepared and that they understood the consequences of the new legislation so that they could support service users who lacked the capacity to make critical decisions.

Case study – Safeguarding Adults

Beryl

Beryl is 54 and lives in residential nursing care as she needs support due to her severe learning and physical disabilities. Prior to moving into nursing care, her family appointed neighbours to support her to manage her money. Brent Council's Client Affairs Team became concerned that her trustees were not acting in her best interests as they had allowed a large debt to accrue. The team had been in contact with the trustees and were able to obtain bank statements from them. The team raised safeguarding concerns when the trustees gave unsatisfactory explanations for very large withdrawals from her bank accounts amounting to £10,000. A safeguarding enquiry was started that day and a Safeguarding Adults Manager made contact with the Police and the Office of the Public Guardian, who are responsible for registration and regulation of Powers of Attorney.

Beryl was supported by her social worker and an advocate, due to difficulties understanding the investigation and safeguarding processes to ensure her best interests remained at the heart of the enquiry. A protection plan was put in place in which the Client Affair Team applied to the Court of Protection to revoke the current trustees' powers and appointing a deputy to manage her finances so that her needs can continue to be met. At the time of writing the police investigation into possible fraud by the trustees is ongoing.

What we still need to do in 2015/16:

- Determine how we target resources so that the 'See it: Stop it' campaign more effectively addresses specific risks and informs adults at risk and carers of steps they can take to prevent harm to protect themselves against future risk.
- Although there has been a small reduction in allegations of neglect and/or abuse arising in residential care, there is still significant work to be done to ensure that people in receipt of care services are, and perceive themselves to be, cared for in a way that meets their needs safely and with dignity.
- Continue to ensure we have the expertise and capacity to respond to the increasing number of safeguarding assessments
- Continue to focus on reducing the proportion of inconclusive safeguarding cases, with the ambitious target for 2015/16 being set at 10%

The Safeguarding Adults 2014/15 Annual report can be found in Appendix 2.

Priority 2: Prevention

What does prevention mean in Brent?
The aim of prevention is to support people to remain independent and prevent or reduce the need for publicly funded care and support services. It ranges from ensuring that families and friends (carers) are able to support their loved ones to access generally available services (e.g. libraries and leisure centres) to working with voluntary and community groups.

What have we done in 2014/15?

This is the second year that Brent Council and the Brent Clinical Commissioning Group (CCG) have jointly commissioned the **Brent Carers Hub** to provide a single access point for all Brent carers, where they can seek advice, information and support on any matter relating to their caring role. The Hub deals with nearly 4000 enquiries a year and provides information and advice on a range of topics including money and benefits, accessing health services, and accessing work and training. It also provides information and support for carers during emergencies. It also enables carers to inform The Council and Brent CCG on what is and isn't working and how services can be improved through the Carers' Forum.

Case study – Carer's Hub supporting carers

Sarah
Sarah has been registered with Brent Carers for over 10 years but has only been accessing the Carers Hub Services properly since December 2014. Sarah cares for multiple people in her family. She provides care for her daughter who has a physical illness and her nephew (from birth) who has Autism and learning difficulties. She also has a brother who has mental health issues who shows up from time to time with problems. Sarah was a full time carer for her mother who unfortunately passed a few years ago.

Sarah has her own health concerns where she has been fighting cancer. Sarah met a Client Information and Support Officer (CISCO) at an outreach event, at a Brent school, promoting the services at the Carers Hub. After speaking with the CISO, she identified that Sarah needed a lot support to help her in her role as a carer. A financial health check was undertaken to make sure Sarah was receiving all her entitled benefits. From this, it was recommended that she applied for a higher rate of Personal Independence Payment (PIP). Brent Carers' Centre supported her in this application. We also applied for a CCG (health) grant which was successful and this enabled Sarah to have a short holiday as she has not had a break in over eight years.

Even though Sarah was known to Brent Social Services and receiving some respite services for her nephew, she had not had a carer's assessment in many years. The CISO made contact with the last known social worker and arranged for a home visit to look at what support could be offered. After that meeting, it was deemed that more support was required as her caring responsibilities were having a detrimental effect on Sarah's health. Her care package for her nephew has now been increased during the school holidays.

Sarah was also in need of emotional support and is currently accessing this through our Carers Counselling Service. Sarah now feels reassured that she has the support of Brent Carers and is able to contact the Carers Hub if she finds she needs further help or support.

Dementia Café

The Dementia Café is run by the Alzheimer's Society and joint funded by Brent Council and Brent CCG. It is a facilitated social event for people with dementia and their carers that offers a safe and secure environment, in which they can open up to discuss dementia and the impact of this on their daily lives with others. During these sessions, attendees receive peer support and engage with professionals offering information and advice as well as the opportunity to participate in a range of activities. The café has also helped to build social networks where by people meet up with each other outside of the café session. The Dementia Café is currently delivered from the Kingsbury Resource Centre (KRC) and St Cuthbert's Church in North Wembley.

Case study: Dementia Café

Margaret

Margaret is in her mid-70s, and had been living in a Housing Association flat with her husband when she came to the Brent Dementia Café. She had been referred by the Memory Clinic at Fairfield House, Roe Green, Kingsbury, after her husband had been diagnosed with Vascular Dementia. She said they were socially isolated due to lack of finances and that their children and extended families were living outside London. Her husband was becoming increasingly immobile, and being physically larger than Margaret, going outside the home had become increasingly difficult.

In the 16 months that Margaret has attended the café, she reports that she has made friends, feels less alone, and the depression she was experiencing has diminished such that she is off medication and has no need to see her GP for this condition.

Approximately 4 months ago, Margaret's husband's condition deteriorated such that he needed to go into a care home.

Margaret discussed her needs with the Café Coordinator and Information Worker, saying she needed a care home as near to her flat as possible, since lengthy travel would be financially problematic for her, and stressful. The Alzheimer's Society staff helped Margaret with her search (Society policy stipulates staff are not permitted to make recommendations), and she found a care home that she was very satisfied with.

She then discussed the matter with Brent Adult Social Care staff, who agreed it was an appropriate setting for her husband. They also acknowledged that Margaret's/ Alzheimer's Society efforts had reduced their need to become overly involved at the outset.

Margaret now visits two other attendees at the Dementia Café for coffee/ chats, and has weekly phone calls with them, one of whom lives alone and has Alzheimer's

disease. Margaret has said on a number of occasions that she ensures she doesn't have medical [related] appointments on Wednesdays because the café is so important to her.

Ashford Place:

With funding from Brent Mental Health Services in 2014/15 the aim of the service is to deliver a variety of structured groups, activities and outreach services within the community for people with mental health issues within Brent. Activities and services offered include arts and crafts, peer support groups, physical activity sessions and a Dementia Café. In 2015/16 funding from Public Health will enable us to continue to offer this preventative service.

What we still need to do in 2015/16:

Social Isolation in Brent Initiative (SIBI): SIBI will be a joint initiative funded by Brent ASC, Public Health and Brent CCG and will be managed by CVS. The project will target and address isolation in individuals identified as being at risk of or experiencing, social isolation, a lack of social contact and low community involvement. The SIBI team will work with people to help them access the support they need and will explore potential barriers such as transport, finance, housing and digital inclusion and signpost them to organisations that may be able to offer help and support.

Continue to support carers: In 2015/16 there will be a statuary duty to provide more support for carers. This includes providing information, advice and guidance, but also carer assessments. Carers may also receive a personal budget, if eligible, to enable them to continue to provide support.

Improve the provision of information, advice and guidance, to ensure that people are able to access the information they need quickly and easily. This will be done through increasing the number of providers who are registered with Care Place, improved communication between ASC and service users, and continued service user engagement and consultation.

Priority 3: Early intervention

What does early intervention mean in Brent?
Early intervention refers to a range of services and equipment designed to support people to regain their independence or to live for longer in their own home in the community. This ranges from Reablement homecare services to Telecare and community equipment.

Case study – early intervention

Ali
Ali was referred to the Reablement Team by the Learning Disabilities Team upon a request. Ali lives at home with his mother and younger siblings. It was identified that he needed assistance with meal preparation and an increased insight into the safety issues surrounding this, such as how to operate a microwave.

Ali received Reablement services. After this was completed, a review showed that Ali met all of these goals and was able to safely prepare meals as a result. He said that his confidence increased and he learnt a lot from the service. Ali's mother agreed, stating that her son was now able to manage independently and safely in the kitchen.

What have we done in 2014/15?

Reablement home care services remain a core element of ASC in Brent. Reablement services are provided for up to six weeks to people at home to help them regain their independence. In 2014/15, 1,421 people received Reablement Services throughout the year. 65% of those who received a Reablement home care service were independent for the six months after they received the service.

As discussed in Section 5, the amount that Brent spends on Home Care is expected to increase in 2015/16. In order to support the increasing number of people who require support at home to be as independent as possible and reduce or delay the need for support, the Council has commissioned two discrete services:

- ***Core Reablement service*** – which is a six week home care service delivered by a home care agency.
- ***Enhanced Reablement service*** –this is also a six week home care service, but it is for people with more complex physical needs, or early onset dementia, and involves the input from a physiotherapist, occupational therapist or a dementia nurse to support the person and to train and guide the home carers.

In both services, goals that are individual to the person and reflect their potential to be fully independent are set at the start of the six week period, for example to be able to:

- dress independently
- wash with the assistance of a single carer
- make hot snacks independently.

The six week home care and Physiotherapist/ Occupational Therapist input is focused on these goals, supporting people to do things for themselves, rather than doing it for them, to ensure that at the end of this process the person is as independent as possible.

Brent Council and Brent CCG spend over £1m a year on **community equipment** to support people to live independently. In Brent, people are encouraged to buy their own small items of equipment unless they cannot afford them, or they are essential for rehabilitation or Reablement. Therefore, the focus for this spend is on large pieces of equipment such as mattresses which allow people who are bed bound to live comfortably and avoid pressure ulcers, or hoists to enable people who are bed bound to be moved safely out of their bed or chair.

Telecare (assistive technology) includes a range of personal and environmental sensors in the home that enable people to remain safe and independent for longer. In 2014, residents received over 500 assistive technology items. This included 464 people receiving a sensor that sets an alarm if they fall, 14 people received a sensor to alert if the gas isn't turned off on the cooker, 14 had a sensor installed at their front door which alerts family if they leave and 11 people now have a sensor alert which lets family know if they leave their bed at night unexpectedly. However, every year the range of equipment increases, and so do the opportunities to support people with telecare to live in the community.

What we still need to do in 2015/16:

To be truly effective, early intervention services need to respond to the needs of everyone who has social care needs, and respond holistically across health and social care. Therefore priorities moving forward include:

1. In the 2013/14 Local Account, we said that we would broaden the range of Reablement services available to provide more tailored opportunities for people with learning disabilities and mental health illnesses. This was not achieved in 2014/15 but will continue to be a focus for ASC moving forward. We are currently looking at how we can redesign Reablement services for people we support who have mental health illnesses. This will consider areas such as social inclusion and employment and will be implemented in 2016/17. We are also engaging with providers to review the Reablement service for people with Learning Disabilities with the view to an improved service going live in 2017/18.
2. We will look at the opportunity to reduce the reliance on complex and costly care packages which currently require two carers. Service users receiving double handed care will be reviewed by an OT and where appropriate, the need for double handed care will be reduced by making adaptions to a person's environment; installing equipment that can be used to aid a single carer when providing care; and training care workers in appropriate lifting and handling techniques. This should result in reduced costs of providing home care as well as improved outcomes for service users.
3. We are well under way with plans towards a fully integrated health rehabilitation and social care Rablement service which will be implemented in April 2016.

Priority 4: Choice and control

What does choice and control mean in Brent?
Choice and control means that if people have an ongoing social care need, they do not receive the services *we* think are best - they get the support and services they want to meet their individual needs.

Choice and control will mean different things to different people as the case studies below show. For many people a Personal Budget (an agreed allocation of the money available to them to meet their needs) will help as they are able to purchase services direct from the provider, including employing someone directly to support them.

Case study – choice and control

Alia

Alia is a wheelchair user and finds it difficult to get out into the community due to difficulty leaving the house and getting out through the garden in the wheelchair. She has not attended a day centre for a number of years and her family report this is because of language barriers and increased anxiety by Alia when attending. Alia needs a lot of support with her social care needs including support to attend medical appointments, taking her medication and all aspects of her personal care and day to day tasks. Alia's brother and sister in law were financing her care needs themselves however they were no longer able to do so.

Direct Payments are now being used to provide the care and support that Alia needs to continue to remain living in an annex in the garden of the property. Her carers are known to her and her needs are being met in a personalised way. Alia and her carers have a good relationship and they are able to communicate with client in her preferred language and follow her preferred routines. A Direct Payment has ensured continuity of care and personalised support which would not be possible with a traditional care package.

Zara's carers

Zara is diagnosed with Rett's Syndrome, severe learning disability and epilepsy. She lives at home with her parents who support her with all areas of need. Zara is currently in receipt of Direct Payments to provide personal care. The family were previously allocated 28 days respite a year however due to high cost of the specialist residential care for Zara they stopped using it.

A Direct Payment has enabled Zara's parents to arrange additional support during the weekends so that they can have respite from their caring role. They say that because of the high level of Zara's needs they prefer to receive respite via Direct Payments so that they can spend more time with their other children. The Direct Payment is used flexibly to enable parents to plan for days out or attending family functions or weekends away. Zara is then looked after at home.

What have we done in 2014/15:

New Accommodation for Independent Living (NAIL)

One of the key barriers to independence, choice and control is accommodation. The wrong accommodation (not easy to access, multiple levels, no level access shower) will create dependence on social care support rather than maximising the potential for people to do things for themselves. Therefore, a key priority has been, and will continue to be, supporting people to access the right accommodation, so they don't have to go into a residential or nursing home, which we would always consider a last resort.

The NAIL project got off to a positive start. We set out our ambitions, talked to the market and started with opening our first new extra care scheme for a number of years with Network Stadium in February 2015, giving 40 older people the option of living in their own home as an alternative to moving into a residential care home.

We have also been working with the developers and housing provider to ensure the new building at Park Royal, now called Visram House, will meet the needs of tenants into the future. This new flexible service model, which we will tender for in 2015/16, will give Brent residents even more choice and control on how they have their care and support needs met.

During the year we have been working with two particular care home providers to transform their current care homes into supported living accommodation, a process called deregistration. This works well with small care homes where the style of building is very domestic, where by people become 'house mates' instead of care home residents and have more control of the care and support they receive. It becomes their home, as they have assured tenancies and they start to direct the care they need rather than fit in with the way the care home runs.

Tudor Gardens

Tudor Gardens is a residential care home which is directly managed by Brent Council. It currently provides accommodation for 14 people with Learning Disabilities, but it has the capacity for 15 residents. The service is well regarded by residents and has always scored well on CQC inspections. In a recent visit, service users reported feeling safe and that staff were friendly. They also reported being happy living at Tudor Gardens and that they received the care and support they wanted and needed. We also spoke to relatives who said that they felt people were well cared for by dedicated staff.

In order to give residents more choice and control over their accommodation and care Brent Council have proposed to change the type of accommodation provided by Tudor Gardens from a residential care home to supported living. Residents and their relatives will be consulted with on this suggested model in 2015/16.

Shared Lives

Brent Shared Lives is a cost-effective alternative to more traditional forms of accommodation, such as Supported Living and Residential Care, which also gives service users more independence and flexibility. A Shared Lives carer is paid to include an adult with a care need in their family and community life, similar to fostering. Types of care and

support that can be provided include long-term accommodation and support; short breaks (or respite); day time support and rehabilitation or intermediate support. In 2014 Brent Shared Lives aimed to recruit 30 new carers and place 30 new service users by the end of March 2016.

In 2014/15 we developed new policies for carers and carried out a publicity campaign (which included brochures, leaflets and videos). We succeeded in recruiting 12 new carers (with a capacity of 17 rooms) and placing 8 new service users.

What we still need to do in 2015/16:

Choice and control is about more than the number of people who have a Personal Budget and a Direct Payment. Therefore, in addition to increasing these numbers to be more in line with other London Boroughs, we will ensure that:

- We continue to improve our Social Work Practices: This includes changing the way we carry out Support Planning Reviews to assess whether or not the support people have received has helped them to achieve the outcomes that are important to them. We will simplify the review meetings to avoid duplication and unnecessary steps for our service users. We will ensure that our workforce is equipped with the skills and training to carry out their roles to provide a high quality service. We will also improve on how we identify those who are eligible for support from health care to ensure that their needs are met.

- Improve the Direct Payment offer for our customers: We will continue to commission Penderels Trust who provide support and guidance on how to manage Personal Budgets and Direct Payments. This service can help to increase people's confidence in using Direct Payments giving them more choice and control on how they manage and pay for their care.

- We will put in place our new Deferred Payment Arrangement Policy:. Deferred payments mean that people don't have to sell their home straight away in order to pay for their care. They will be able to make an arrangement with the Council who will pay their care bills until they are ready to sell their home, at which point they will repay their debt to the Council.

- NAIL project: In 2015/16 we intend to build on the deregistration work by running workshops for providers to share best practice in this area, offer support where needed and develop a tool kit for providers to use which will ensure they manage the process of change in a consistent way which meets all legal requirements and best practice standards.

7. Adult Social care performance indicators

Indicator	Brent 2013/14	Brent 2014/15	London 2014/15	Comment
Zero Tolerance of Abuse				
1. Proportion of service users who feel safe (Survey)	63.2%	**65%**	64%	Brent's performance has improved compared with 2013/14. We are also performing just above the London average.
2. Proportion of people who use services who say that those services have made them feel safe and secure (Survey)	79.9%	**84%**	81.2%	Brent's performance exceeds the regional and national averages.
3. Number of safeguarding alerts	1208	**1780**		Significant increase is positive as a result of awareness raising campaign.
4. Number of safeguarding investigations	370	**324**		Robust screening ensures correct response to increased number of alerts.
5. Percentage of safeguarding adults investigations which are inconclusive	25%	**16.5%**	22%	Brent's performance exceeds the regional and national averages. This is a key target and there is a target of 10% for 2015/16.
Prevention				
6. Number of carers assessed	531	**541**		This is a local Indicator put in place as part of the preparation for the implementation of the Care Act.
7. Proportion of people who use services who reported that they had as much social contact as they would like (Survey)	39.3%	**36.9%**	41.8%	Brent's performance is below the national and regional averages. The Social Isolation in Brent Initiative will be implemented in 2015/16 in order to address social isolation in the Borough.
8. Proportion of people who use services and carers who find it easy to find information about services (Survey)	62.2%	**66.9%**	72.5%	Brent's Performance has improved since 2013/14 however remains below national and regional results. Actions to continue to improve performance are included in the Adult Social Care Service Plan 2015/16 and include improving the offer of information on Care Place.
Quality of Life				
9. Social care-related quality of life (Survey)	17.8%	**18.2%**	18.5%	Brent's performance has improved and is closing in on the regional average.
10. Overall satisfaction of people who use services with their care and support (Survey)	56.6%	**55.0%**	59.6%	Performance is lower than the regional and national averages. To better understand this finding, we put in place the Local User Survey (4.7)

Indicator	Brent 2013/14	Brent 2014/15	London 2014/15	Comment
Early Intervention				
11. Percentage of people who do not require a service or support after a reablement service	73%	65.6%		Local Indicator. The percentage of people who did not need a service after reablement reduced slightly in 2014/15 due to changes in the way the service was targeted. However, we are still exceeding the national standard of 60%.
12. Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services (effectiveness of the service)	83.40%	90.50%	85.30%	Brent's performance compares favourably against the national result and regional averages. This indicator relates to the objectives of the Better Care Fund (Integrated Health) and requires greater scrutiny.
13. Delayed transfers of care from hospital which are attributable to adult social care per 100,000 population	3	4.1	2.4	This is a key priority for 2015/16 and section 3.3 highlights the plan for integration with health to improve performance.
Choice and Control				
14. Proportion of people who use services who have control over their daily life	61.2%	62.2%	71%	Despite an increase in performance compared with last year, Brent's performance is below regional and national performance. In 15/16 we will aim to increase the uptake of Direct Payments, improve our support for carers and aim to make continuous improvements to the services we commission.
15. Proportion of people using social care who receive self-directed support **(New 2014/15)**	-	77.1%	81.1%	There was a revised definition for 2014/15. As part of the implementation of the Care Act we have re-focused on this and we have also commissioned Penderels Trust to support our service users to manage their personal budgets in a way that best meets their needs.
16. Proportion of people using social care who receive direct payments **(New 2014/15)**	-	16.6%	26%	Brent's performance is below the national and regional averages. As this is a new indicator we will be improving process and practice in 2015/16 to improve how the Direct Payment option is offered to our service users. For example, in December 2015 21.6% of service users were receiving a Direct Payment.
17. Long-term support needs of older adults (aged 65 and over) met by admission to residential and nursing care homes, per 100,000 population **(New 2014/15)**	425.8	258.8	491.7	Bent's performance compares favourably against the national and regional averages. This reflects the strategic direction of the department and the partnership work between ASC departments, as well as between health and social care, which has enabled us to achieve this level of performance.

8. Appendix

Appendix 1

Standards of assessment and support planning practice that people can expect from Brent Adult Social Care.

A. When you think you need help with your daily life and personal care

If you think you need help with daily life and personal care, you can ask for an assessment. We will work with you to identify your needs and how they can be met.

We will:

1. Check if you have received help through Brent Council before; what has been done before and what we need to discuss when we visit
2. Check if you need someone to support you, or who should be involved when we visit (like a family member, a friend, carer, Representative or some one with Power of Attorney)
3. Check if you need someone to help you communicate (such as an interpreter or signer), or if you use other communication methods, *(such as communication boards).*
4. Explain why we are visiting and what you and/or your family can do to prepare
5. Book an appointment at a time that is convenient for you and anyone else who needs to be there

B. At the visit

When we visit, we will:

1. Explain clearly what we are going to do, and how we will work with you
2. Work with you to make sure you are able to participate and express your views as much as possible
3. Discuss your abilities and your needs with you and your carers or representatives
4. Explain how Brent ensures equal access to support services, through prioritising levels of need; and that there will be a 'means test' or financial assessment
5. Discuss if we need to involve any other people or organisations (like Doctors or other Health staff)
6. Discuss different way in which your essential needs can be met, and particularly how you could:

a. regain your independence or continue to be independent, and do things for your self as far as possible
b. Continue to live safely in your own home, as far as possible
7. Seek your permission to share information to discuss your needs with other professionals (like Health Services or care providers), to make sure all your essential needs are covered
8. Discuss how you can use Direct Payments to meet your essential needs
9. Discuss who else or which organisations might be useful to you, for needs that are not essential
10. Discuss what will happen after the visit, including

a. What will happen next
b. Timescales
c. How we will stay in touch or keep you informed

C. **After the visit**

We will:

1. Send you a summary of what we discussed and agreed, and what will happen next
2. Keep you informed of progress (in getting your essential needs met)
3. Send you details of other organisations that might be useful to you
4. Let you know when we will contact you again to make sure that the care is meeting your needs, or to see if your needs have changed.

Appendix 2

Safeguarding Adults Annual Report 2014/15

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Brent Safeguarding Adults Board

Annual report 2014-15

Brent

Chair's foreword

Welcome to Brent Safeguarding Adults Board Annual Report for 2014-15. You will see from the report that the picture of need has changed in Brent. This report also details how the Safeguarding Adults Board ['SAB' or Board'] in Brent responded to these changes and the impact of the SAB's work programme in pushing for continued improvements in safeguarding practice throughout the period.

Whilst I would thoroughly recommend reading the report in full I would like to take this opportunity to comment on a few key findings within the report which I believe demonstrates the effectiveness of the partnership. The continued impact of the 'Abuse: See it, Stop it campaign" in 2013 is demonstrated in a number of key indicators, not least the 47% increase in safeguarding concerns reported in 2014-15.

What is striking however is that 40% of all concerns reported were about individuals who were previously unknown to social care services. It is also striking that members of the public raised 48% of all concerns in 2014-15.



It is reassuring we can demonstrate improved public understanding of the risks posed to adults and that people in Brent confidently report safeguarding issues



Previously the SAB were concerned that abuse and neglect were not always recognised by those who did not work within social care so it is reassuring we can demonstrate improved public understanding of the risks posed to adults and that people in Brent confidently report safeguarding issues.

The report also highlights the need for partner agencies to remain alert to the profile of abuse in Brent and adapt our strategies to meet fresh challenges. In 2014-15 43% of enquiries allege that the harm occurred in the adult's own home, meaning that it isn't prudent to rely on emergency services, health or social care practitioners to identify and report abuse. The data both demonstrates the value of public awareness campaigns and provides a clear justification for maintaining the momentum of the 'See it: Stop it' campaign so that each of us can recognise signs of neglect and abuse and know how to report this.

The challenge for the Board going forward, however, will be to determine how we target resources so that campaigns more effectively address specific risks and inform adults at risk and carers of steps they can take to prevent harm to protect themselves against future risk.

The report also details how well partnership staff respond to allegations of abuse and neglect. The available data, especially when considered alongside local and national comparative data, demonstrates good, effective safeguarding practice within Brent. For example, 2% of cases in Brent recorded capacity as unknown, nationally this figure was 20%, signifying that Brent practitioners take seriously their duties to assess mental capacity and secure suitable representation to support



those who need support during a safeguarding investigation. The reported data for outcomes following safeguarding interventions also demonstrates how well Brent practitioners have embraced the 'Making Safeguarding Personal' principles as 86% of concluded enquiries in Brent either removed or reduced the risk (compared to 63% nationally). It is also a testament to the skills of the investigating teams across the agencies that they have responded to concerns raised by the SAB about the high level of inconclusive findings and not only turned around the upward trend but dramatically reduced the number of cases found to be inconclusive to 16.5%.

The positive impact of measures taken last year to improve the quality of care given in residential care setting has seen a small reduction in allegations of neglect and/or abuse arising in those settings. Whilst this suggests we are moving in the right direction, there is still significant work to be done to ensure that people in receipt of care services are, and perceive themselves to be, cared for in a way that meets their needs safely and with dignity.

During 2014-15, in preparation for the implementation of the Care Act, the Board reviewed its governance arrangements, structure and membership in order that partners were well positioned to undertake the Board's new statutory duties. It is now formally recognised within Brent Council's and Brent Clinical Commissioning Group's constitution and has secured appropriate representation and financial contributions from the key statutory agencies so we have resources to monitor, analyse and improve on safeguarding practises within the partnership.

Given the high level of public awareness, dedication of frontline staff and commitment by the strategic partnership I am confident that we are in a strong position to build on the successes of last year. There is no room for complacency however if the SAB is to provide the leadership needed to deliver continual improvements for adults at risk particularly at a time of unprecedented organisational change and financial pressures.



Fiona Bateman
Independent Chair
Brent Safeguarding Adults Board



What is safeguarding?

Whilst we should all seek to keep ourselves safe from abuse and neglect and have a duty to report any safeguarding concerns, statutory duties arise when an adult in need of care and support is experiencing, or at risk of experiencing, abuse or neglect and is unable to protect her/himself as a result of their needs. The Safeguarding Adults Team within Brent Council's Adult Social Care department coordinate the response to any allegation of abuse, neglect or exploitation and it is to this team that 'concerns' [previously known as 'alerts'] received by the Council are submitted.

The Safeguarding Adults Board ['SAB' or 'Board'] is a multi-agency partnership of agencies working with or on behalf of adults in need of care and support. The Board works to coordinate the strategic development of local safeguarding arrangements and to ensure partner agencies act to help and protect adults at risk of or experiencing abuse or neglect.

The first part of the report sets out a useful measure of the level, source and types of harm suffered by adults in Brent during the period. It is based on data from the Safeguarding Adults Team casework. This has been benchmarked locally against our area profile and nationally so that the Board are able to identify further ways to improve practises and safeguarding adults throughout Brent.

This report also provides a summary of safeguarding activity carried out by the partners across the social care, health and justice sectors in Brent. It details the work carried out to investigate allegations and resolve safeguarding concerns. Reports on the impact of partners' campaigns to raise awareness of the types of risk faced in Brent. Finally it reviews the impact that the SAB has had by seeking assurance that work undertaken by regulatory or commissioning bodies to prevent abuse and neglect before any concerns arise or from providers that they have met their responsibilities to provide care and have done so in a way that responds to actual or perceived

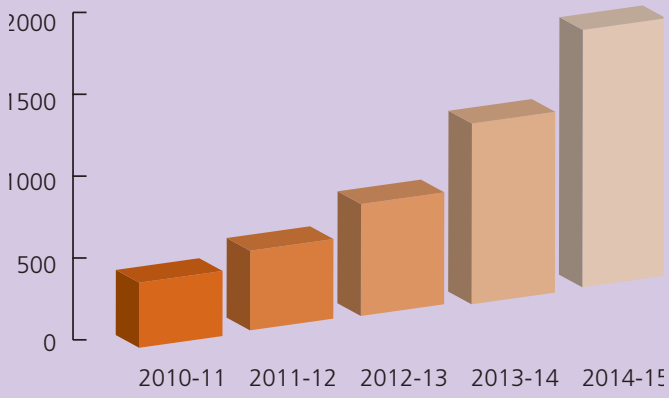
Who is an adult at risk in Brent?

safeguarding risk so that harm is averted.

The Safeguarding Adults Team received notification of 1720 safeguarding concerns in 2014-15, this is a rise of 47% from 2013-14 (see bar chart). This increase in demand corresponded to a similar increase in further investigations [referred to as 'enquiries'] 367 of which were concluded during the period and it is those 367 concluded enquiries that are analysed below. Almost 40% of safeguarding investigations in Brent are for individuals not already known to social care. Comparisons with national and local benchmarking figures (which are 19% in London and 18% nationally) demonstrate that people in Brent are better able to recognise safeguarding concerns and have the confidence to report these.

Our referral source data shows a percentage reduction in referrals from social care staff. Police and health care professional are now increasingly raising concerns, as are members of the public. Referrals from non-professionals, including self-referrals, account for 48% of all concerns raised in 2014-15.

Safeguarding concerns between 2010-15

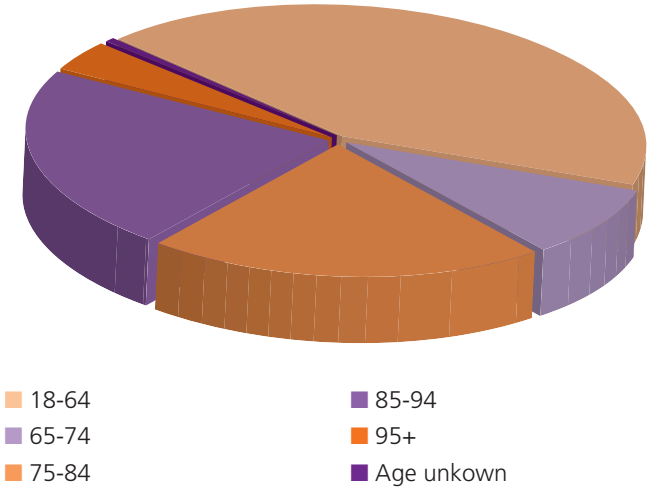


Although Brent has a comparatively young population, the number of people over 75 increased by 17% between 2001 and 2011. This group remains disproportionately represented in safeguarding interventions, in that over 47% of enquiries by the SAT in 2014-15 were for adults aged 75 or older (down from 50%, against national comparator of 52%). This group will therefore be a focus of an awareness campaign in 2015-16 so that we can support them to put in place protective measures to reduce the risk of abuse.

Brent is also a very diverse community. Black, Asian and minority ethnic (BAME) make up 65% of the population as a whole and approximately 40% for the population aged over 75. Our data confirms that 46% of safeguarding interventions involved adults at risk from BAME backgrounds. This has reduced from 50% in 2013-14 and against national comparator of 8%. Whilst it is reassuring that all parts of our community are receiving support when safeguarding risks occur and that we are reflecting the demographic in Brent, there is always more that needs to be achieved to reach out to our BAME communities and ensure all members of our communities know how to seek support when, or if, necessary.

> *46% of safeguarding interventions involved adults at risk from BAME backgrounds. This has reduced from 2013-14*

Number of individuals by age

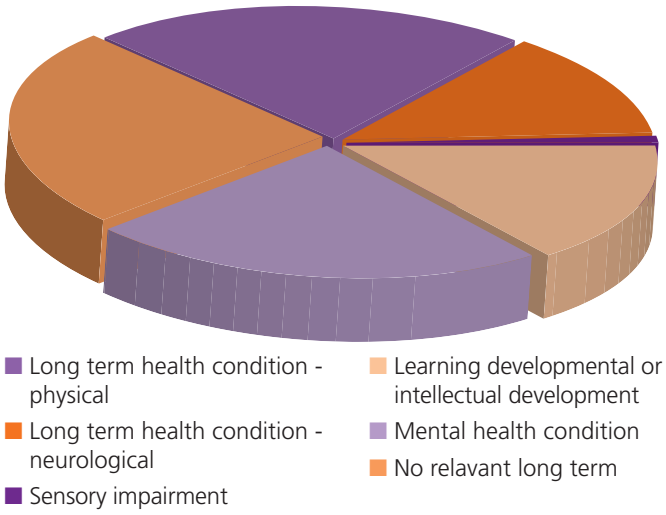


In addition, it is relevant to safeguarding that partners are working within an area with above national average levels of deprivation, unemployment, homelessness and children in poverty. The percentage of households estimated to be fuel-poor in 2012 in Brent (11.6%) was higher than both the London (8.9%) and England (10.7%). It is also relevant that partners take into account how people's own sense of well-being can impact on safeguarding.14.4% of residents report that their health limit day to day activates, with 7% indicating their activities were limited a lot as a result of health.

A key concern for many partners was the risk for older people of isolation as 27% of people over the age of 65 live alone in Brent, and 39% of adult social care users reported being lonely.

Of those subject to safeguarding enquiries in 2014-15 36% had a long term physical disability, neurological condition or sensory impairment (against a national comparator of 42%). 15% of enquiries related to individuals with a Learning Disability which is consistent with the national comparator. A further 6.5% of cases involved individuals with Dementia. This figure is consistent with last year's findings, but slightly lower than the national comparator of 9%. Previous successful campaigns directed towards this particularly vulnerable group has raised awareness and identified means of ensuring access to support which might account for this higher figure.

Number of individuals by reported health conditions



Mental health was recorded as the primary support need for 17% of investigations (against national comparator of 12%). The figure, though higher than national comparators, reflects a high level of awareness of safeguarding matters within local mental health services. The Board also understand that the 17% figure likely under-represents the work that is done by partners to safeguard those with mental health needs. The SAT report that many of the safeguarding concerns raised by mental health practitioners about their service users are accompanied by a protection plan.

On receipt of the concern the team review the work of the practitioner and offer support to ensure that the adult is safeguarded effectively from harm, but often it is not necessary to conduct further, additional enquiries and as such these cases are not included within this data.

This good practice is to be applauded as it reduces duplication and ensures that the adult is safeguarded at the earliest opportunity, working with those practitioner who know them best to reduce or remove any risk of harm. However, the Board recognise that those who need mental health support may face additional barriers to stay safe from abuse



and neglect. The Board, through its work programme of data analysis, case reviews and thematic audits, will continue to monitor the way in which agencies work together to recognise and respond to abuse or neglect and use what we learn to improve our processes and practice so we are able to better support this client group.

In addition, 8.6% of the population in Brent provide unpaid care.

It is estimated that 26,600 residents of the borough provide care of more than 1 hour per week with a significant rise in the numbers of people providing over 20 hours per week. This is relevant given the number of enquiries where the source of harm arises within the individual's home and by someone known to the person (26%).

Carers are a vital resource within our community and must be supported effectively to ensure that they are able to recognise signs of abuse or neglect and have the confidence to report this or seek help. In addition, agencies must ensure that carers can access advice and support so that they can carry out their caring role safely and do not cause unintentional harm. Similarly agencies need to be alert to risks of intentional harm and act swiftly to prevent or address this when it does arise. The Board recognise this and have set out how we seek to support carers within the Strategic plan for 2015-16.

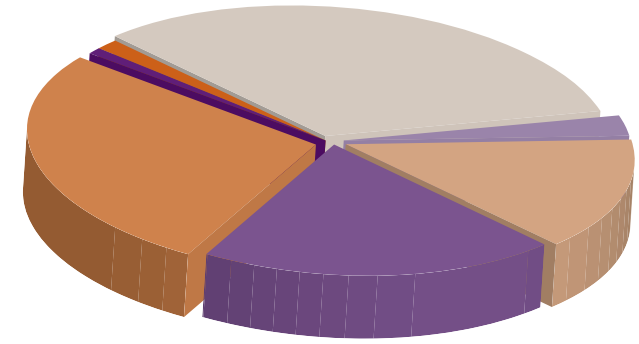
Carers are a vital resource within our community and must be supported effectively

What types of abuse are adults most at risk of in Brent?

The data confirms that the types of abuse reported in Brent is similar with the picture of need nationally. Physical abuse is given as the principle concern in 33% of concluded safeguarding enquiries in Brent during 2014-15 (27% nationally, 24% in London). A further 27.5% of enquiries related to concerns about neglect or acts of omission (32% nationally) and 14% of cases involved psychological and/or emotional abuse (15% nationally, 17% in London).

Cases of sexual abuse has fallen this year with only 7 enquiries (2.7%). This is lower than the national comparator (5%), but it is widely believed that sexual abuse is under-reported across the UK. The SAB will conduct a multi-agency audit of cases involving allegations of sexual abuse so as to ensure that agencies are working together effectively to recognise signs of sexual abuse, report this and carry out enquiries in an appropriate manner. Following on from this the Board will consider how best to raise awareness and address the needs of those who are victims of sexual abuse within Brent.

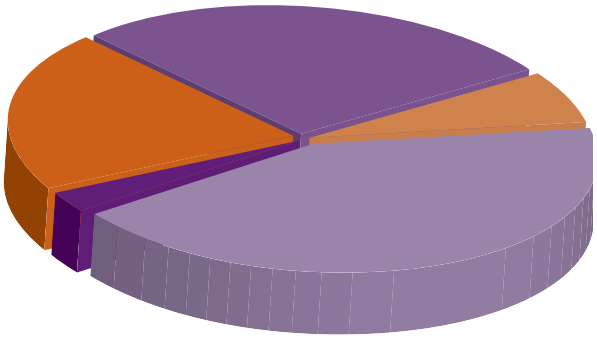
Type of abuse



- Physical
- Sexual
- Psychological and emotional
- Financial and material
- Neglect and omission
- Discriminatory
- Institutional

The location of abuse and neglect is similar to what is reported nationally though it is noteworthy that in Brent 28% of all concluded cases related to abuse alleged to have occurred in residential care (against 36% nationally and a slight reduction from 31% of cases reported in 2013-14) indicating preventative actions to improve the quality of care within residential settings have had a positive impact. This data is supported by the findings from local inspections carried out by CQC. This is explored in more detail below. By contrast the number of enquiries where abuse is alleged to have occurred in the adult's own home has risen slightly from 40% in 2013-14 to 43% (nationally this is also 43%) and again reinforces the importance of ensuring everyone understands how to recognise signs of neglect and abuse and report this.

Location of risk



- Care home
- Hospital
- Own home
- Community services
- Other

Last year the SAB identified two specific types of concerns that they wanted to priorities in 2014-15 so as to either prevent incidence occurring or improve the outcomes for adult at risk or who had experienced these, namely:

1. Pressure sores

Individuals with fragile skin and/or restricted mobility can be at risk of developing sores on parts of their body which receives the most pressure. These pressure sores, also sometimes known as pressure ulcers start with skin discolouration but, if left untreated, can become very painful and at risk of infection. Usually, with proper care, most pressure sores can be avoided. It can therefore be an indication of poor quality of care.

The SAB monitored the number of pressure sores and where the sore was acquired. In accordance with NHS guidelines for 2014-15 (which has now been superseded) 205 pressure sores graded 3-4 were reported as a safeguarding concern during the year. The concerns was reported to have arisen most frequently within the person's own home (96) but 59 cases related to residents in care homes, 36 were residing in hospital and 1 person was in receipt of services in the Community.

Again, it is reassuring that concerns were reported by a wide cross section of sources because this demonstrates that practitioners and carers are aware of the risks and how to report concerns, but given the nature of the issue it is unsurprising that most safeguarding referrals came from health professionals (53 from hospital or hospice services, 20 from primary health services and 3 from mental health practitioners). Carers also reported a significant number of concerns (20 coming from voluntary carers, 8 from residential care staff and 1 from non-residential social care).

Of the 205 concerns raised only 101 proceeded to an enquiry. Usually it would not be necessary to undertake a full enquiry if the sore was considered to be unavoidable because appropriate standards of care have been given. Where enquiries were required these were mostly carried out by Brent CCG staff rather than the Safeguarding Adults Team, as they have the necessary clinical expertise. Investigations followed a 'root cause analysis' method to ascertain if there was any evidence of neglect and, if so, by whom. During the period the CCG report the findings of 18 concluded enquiries to the SAB. 2 were substantiated, 3 inconclusive, 4 partially substantiated and 9 unsubstantiated.

As a result of these findings Brent CCG appointed a specialist Tissue Viability Nurse in February 2015 and by April 2015 she had already made contact with every nursing home in the area to explain her role and offer support on safe wound care. In her first two months she received 43 referrals and visited 14 residential units to review the care given to 38 individuals.

Of those cases 22 cases involved pressure sores graded 3-4, 14 of which were discharged within that period as the wound healed. LNWH NHS Trust also reported to the SAB that they had reviewed the work of district nursing teams across Brent to assess and prevent pressure sore damage on complex frail elderly patients, with complex medical needs.



Actions plans are in place to improve practice and provide a more comprehensive care package for pressure sore prevention. The Trust report that they have also reviewed the structure of the Tissue Viability Teams to ensure a clear pathway and seamless transition for patients from acute hospital care to the community settings.

The Board will continue to monitor this work through its establishment concerns sub group, who are responsible for monitoring key data and report regularly to the main board on any emerging trends or issues of concern that arise from pressure sore data. The group is therefore best placed to ensure that the improvements in the provision of pressure sore care continues. In addition, the sub group will continue to ensure that 'Root Cause Analysis' investigations into avoidable pressure sores are conducted in a more timely manner, the outcome of those investigations are evidence based and recommendations for improvements are actioned in a timely manner.

Case Study: Beryl

Beryl is 54 and lives in residential nursing care as she needs support due to her severe learning and physical disabilities. Prior to moving into nursing care her family appointed neighbours to support her to manage her money. Brent Council's Client Affairs team became concerned that her trustees were not acting in her best interests as they had allowed a large debt to accrue. The team had been in contact with the trustees and were able to obtain bank statements from them. The team raised safeguarding concerns when the trustees gave unsatisfactory explanations for very large withdrawals from her bank accounts amounting to £10,000. A safeguarding enquiry was started that day and a Safeguarding Adults Manager made contact with the Police and the Office of the Public Guardian, who are responsible for registration and regulation of Powers of Attorney.

Beryl was supported by her social worker and an advocate, due to difficulties understanding the investigation and safeguarding processes to ensure her best interests remained at the heart of the enquiry. A protection plan was put in place in which the Client Affair Team applied to the Court of Protection to revoke the current trustees' powers and appointing a deputy to manage her finances so that her needs can continue to be met. At the time of writing the police investigation into possible fraud by the trustees is ongoing.



The SAB will be working with key agencies and the financial sector, in collaboration with Brunel University, to consider how best to address this type of abuse and better safeguard adults at risk.



Financial abuse:

Financial abuse is where an adult in need of care and support is the victim of theft, fraud or is being pressured to give money to other people. The SAB recognised that there was a need locally to focus on the risks of financial abuse to adults in Brent because of the high number of cases reported in previous years. It is noteworthy that, during 2014-15, there has been a substantial reduction in the number of concluded cases featuring financial abuse, which has dropped from 94 cases in 2012/13 to 52 cases last year (20% compared to 17% nationally).

In previous years the number of cases of financial abuse was far higher in Brent than reported nationally, this was thought to be because awareness of this type of abuse was reported to be very good especially among the Local Authority's SAT, social care and financial support staff. As a consequence more cases were reported to the SAT for investigation. Whilst awareness is still thought to be very high within the Local Authority the data does suggest that social care staff and finance officers are supporting adults at risk to undertake preventative action so that fewer people are experiencing abuse.

Despite their responsibilities, safeguarding practitioners don't have additional powers to investigate allegations and as such it is often difficult to conclude these enquiries quickly, though cases were, on average, completed within 69 days, or with any certainty. This is particularly true when the adult at risk lacks capacity to consent to investigations (42% of cases) as it can be difficult to secure cooperation of the banking sector, which can also frustrate the implementation of protection plans. This is reflected in a higher proportion of cases determined as inconclusive (21%).

It is reassuring that, despite the difficulties, staff implementing protections plans were able to reduce or remove completely the risk of financial abuse in 82% of cases. Whenever, during the course of an enquiry, the adult is found to lack capacity to manage their finances the SAT will work with the adult's family and/ or statutory partners to ensure that appropriate arrangements are in place to protect the adult from future harm.

But in recognition of the difficulties faced in tackling this type of abuse the SAB will be working with key agencies and the financial sector, in collaboration with Brunel University, to consider how best to address this type of abuse and better safeguard adults at risk, with a particular focus on raising awareness of what we can all do now to prevent harm by protecting ourselves from the risk of financial abuse.



Staff implementing protections plans were able to reduce or remove completely the risk of financial abuse in 82% of case



How do we support Adults at Risk?

Providing an effective response when safeguarding concerns are reported

On receipt of a concern the SAT assess the risk and make contact with the adult wherever possible and with any relevant services or support network to ascertain how best to protect the adult from harm and remove the risk. In 2014-15 85% of concerns are not taken forward for full investigations, either because no further action was requested by the adult (1.5%) or because the adult is signposted to alternative services (including health or social care provision) or provided advice and support to protect themselves.

The team carries out a duty visit within 5 days of a concern being raised whenever there is any cause to believe the adult at risk may lack capacity or may be experiencing harm. During 2014-15 the team undertook 80 duty visits (13%) of all enquiries.

The LSAB monitor cases where subsequent concerns are raised against the same adult within a 12 month period as an indication of the effectiveness of protection plans and the screening process. In 2014-15 27% of cases there were repeat concerns, this accounted for 380 individual concerns. The current rate of repeat concerns is significant and the SAB will continue to monitor this in 2015-16 and work with the SAT to ensure that any screening process is designed so that adults at risk are protected at the earliest opportunity.

Provision of independent advocacy support to those who are unable to protect themselves and without family/friends to assist

If a person has substantial difficulty in understanding or deciding how they wished to be supported in a safeguarding enquiry and does not have support from friends or family the local authority should appoint an independent advocate to help them. Of the concluded investigations in 2014-15 54% people appeared to lack capacity and, of those, 34 were supported by independent advocates. However, a small proportion of cases recorded capacity as unknown (2%). This is far below the national comparator (20%) the SAB intend to monitor this figure as an indication of the impact of capacity training and, so that we can better safeguard those without capacity or who have substantial difficulty understanding the processes, will also look to receive reports on the number of people who lack capacity and do not have support from family or friends to ensure that advocates are appointed when necessary.

Conduct effective investigations

The burden of proof for safeguarding investigations is the civil rather than criminal standard, namely that it is more probably than not that the allegation was true. In 31% of enquiries the allegations were substantiate (31% nationally), a further 6% were partially substantiated (10% nationally) and in 45% of cases the allegations were not substantiated (30% nationally).

The Board set itself an aspirational target last year to reduce the number of inconclusive investigations to 10%. This was ambitious given that in previous years inconclusive investigations accounted for 22% (2012-13) and 25% (2013-14). Those figures are

in line with safeguarding enquiries nationally where 22% of investigations are inconclusive. However, Brent SAB set the 10% target in recognition that many people who had experienced the safeguarding process reported that they felt it was important to have a clear decision regarding the outcome of that investigation. The purpose of the target was to effect a culture change across all agencies responding to concerns to ensure staff were confident in their investigative skills and decision making.

The restructuring of the Metropolitan Police locally means there is now a dedicated safeguarding team within community safety unit. This has improved attendance at strategy meetings and provided dedicated contact for Safeguarding Adults Team to obtain advice, which has undoubtedly had a positive impact. The Local Authority also supported staff to bring about this change through the provision of investigation skills training. In addition the Safeguarding Adults Team worked with external agencies and commissioners to monitor the quality of all investigations. The positive impact of these measures cases is demonstrated by a reduction in the number of cases found to be inconclusive to 16.5%. The Board have agreed to retain the 10% target so that we can be push for continued improvement and be assured safeguarding interventions are effective.

Work with the adult at risk to reduce or remove the risk

The Council has continued to embed 'making safeguarding personal' principles within the SAT. In 2014-15 86% of concluded enquiries in Brent either removed the risk (36%, 23% nationally) or reduced (50%, compared to 40% nationally). In 9% of cases no action was taken (compared to 30% nationally), but this means that in 5% of cases the risk remained despite the safeguarding intervention (8% nationally). By contrast to the national picture we are able to demonstrate good, effective safeguarding practice within Brent. The Board however recognise there is always more that can be done to develop the way in which all partners address safeguarding concerns so that the response reflects the wishes of the adult at risk, but also effectively reduces or removes the safeguarding risk. In 2015-16 the Board will further develop the 'Making Safeguarding Personal' programme and develop tool kits for practitioners across the partnership to support robust decision making. In addition the Board will use key performance indicators and are working to develop reliable means for collecting service user feedback so that we can better measure the impact of any intervention.

Work to prevent abuse and neglect by ensuring quality commissioned services

Partners have continued to capitalise on improvements to contract monitoring arrangements introduced in previous years and closer working relationships between commissioners within Brent and regulatory agencies. For example Brent Council's ASC commissioners introduced new contract monitoring arrangements putting at their heart safeguarding and restructured the way in which it carries out individual reviews of ASC care plans so that any concerns regarding standards of care within social care provision is identified sooner.



In 2015-16 the Board will further develop the 'Making Safeguarding Personal' programme and develop tool kits for practitioners across the partnership to support robust decision making.





In addition, Brent CCG now include safeguarding as a regular item on the agenda within their provider assurance meetings so they can share best practice and any lessons learnt from audits and reviews carried out by their quality assurance teams or by the Board.

In 2014 the SAB also adopted the Establishment Concerns group into its structure. This group is responsible for monitoring key data from each member agency and reporting regularly on any emerging trends or issues of concern that arise. The sub-group already meets quarterly to share and analyse information from safeguarding enquiries, individual care planning reviews, contract monitoring and regulatory activity to ensure a coordinated robust multi-agency response to issues of poor quality of care within health or social care establishments in Brent. Their work is then reported to the main SAB meeting.

Brent CCG now include safeguarding as a regular item on the agenda within their provider assurance meetings so they can share best practice and any lessons learnt

How does the SAB drive improvements?

Identifying and acting on priority issues

In 2013-14 the Board identified key areas for the partnership to action. The first of these were to reach out to existing community groups to explain the work of the Board and secondly to engage more widely with other key strategic partnerships within the Borough.

As Independent Chair I attended meetings with BHeard, the Learning Disability Partnership and the Health and Well-being Board to explain the work of the Board, including presenting last year's annual report and discussed the priorities for the year ahead. In addition, the Board has worked alongside the Safer Brent Partnership's Violence against Women Sub Group to devise a coordinated programme of work to tackle issues such as Domestic and Honour based violence, FMG and forced marriage.

Work was also undertaken with Public Health colleagues and the Community MARAC to identify any gaps in provision for people wrestling with substance misuse and at risk of abuse or neglect. Partner agencies have also undertaken consultation with service users, for example CNWL spoke with service users and carers to better understand user and carer experience of local safeguarding services to make improvements to their referral process. There is still a lot more work needed and this remains a key priority for the Community Engagement and Awareness group in 2015-16.

Another key action for the year was to introduce an organisational safeguarding audit tool for partners. In August 2014 the Local Authority and Health partners completed an audit of their safeguarding policy and practice. The results were then verified by a sub group of the SAB and reported to the SAB and NHS England. This report also fed into the Board's Strategic plan for 2015-16. In 2015-16 all partner agencies will complete a similar audit to review the safeguarding policies and practice across the partnership. Thereafter a rolling programme of self or peer audits will be devised and include the private and voluntary sector health, social care providers and Registered Social Landlords within Brent.

Partners also made improvements to recruitment practices to ensure greater safety for service users, as the Board had identified this need following auditing work in 2014. For instance, in line with responsibilities set out in the Care Act, member agencies have identified a Designated Adult Safeguarding Manager ['DASM'] who will be responsible for coordinating any investigation against an employee or volunteer and reporting, when necessary, cases to the Disclosure and Barring Service ['DBS'] for follow up action.

The SAB will set up a virtual network for DASMs and safeguarding leads in Brent to provide training support to this group and ensure a strong network able to share intelligence on those who may pose a threat to adults at risk. Partners, including the London Ambulance Service and LNWHT, have offered training on safeguarding to their Human Resources dept and changed their internal HR procedures to ensure safer recruitment processes. In addition, the Establishment Concerns group offers a forum for sharing intelligence about concerns in recruitment practices or with personnel in health and social care providers.

Case Study: Jack

Jack is 20 and attends a residential school during term time as he has learning and sensory disabilities as well as mental health needs. During weekends and holidays Jack is cared for in another residential placement as previously his family struggled to manage his complex needs. A safeguarding concern was raised by the school staff when they noticed scratches and bruising and Jack had said they had been caused by a member of staff at the residential care home.

A safeguarding enquiry was undertaken, including requiring a report from the Provider and GP. However, whilst this was undertaken Jack's family contacted the Safeguarding Adults Manager and made additional disclosures which were also investigated and found to be substantiated.

As a result of the enquiries 2 staff members were removed from working directly with Jack and disciplinary actions have been taken under the Providers policy & procedures. The provider was required to demonstrate improved practices. In addition, it was agreed to review the level of support offered to Jack within the residential care home and he is more settled in the placement.

■ Establishing mechanisms for developing policies and strategies for protecting adults

Partners have continued to work together, in accordance with the expectations set out in Pan London policy and procedure , to improve the experience and outcomes for those in need of care and support. A particular focus in 2014-15 was on the needs of those with a learning disability. Brent CCG conducted an audit of practice relating to the provision of services across the Brent social and health care sectors. This reviewed the outcomes of interventions by health and social care practitioners to evaluate whether these were meeting the required standards. An action plan to take forward improvements was then devised and this is monitored by the Learning Disability Partnership and will report to the SAB in 2015.

The LNWHT also worked closely with Brent Mencap and Brent Community Learning Disabilities Team to develop a Health Passport for people with Learning Disabilities. This document is key to highlight important information about the individual to staff caring for them such as communication needs likes and dislikes and aids communication between health practitioners in the community and hospital settings so as to ensure appropriate and safe care.

Learning from national reviews often identify poor communication between agencies as a root cause for poor outcomes in safeguarding investigations. Partners attending the SAB comment that meetings are not only a useful source of information on emerging issues or areas of good practice in safeguarding, but also act as an opportunity for strategic leads from across health, social care and criminal justice sectors to build professional networks which help to overcome this at strategic level.

Over the last year many partners have taken steps to ensure those networks extend beyond senior management to better support those with operational responsibility for safeguarding. For example, the National Probation Service now has a named safeguarding lead for London. They have also agreed to collect and make available data centrally, so as to reduce risk of local differentiation. This should improve the availability of information so that decisions on how to move forward on the safeguarding issues within the NPS and the Board are evidence based.

In addition CNWL now has two dedicated safeguarding leads to support frontline staff, act as link between staff and Brent Council's Safeguarding Adult Team and provide support to the SAB's sub groups. CNWL have also established a system to analysis number of concerns raised to the SAT so that they can gain a better understanding type of abuse most often faced by their service users to better

inform their own risk assessment process. There are monthly meetings between the Brent Safeguarding Adult Manager and the Lead Social Worker to understand this activity. The Trust also meets weekly with Brent CCG to ensure safeguarding enquiries and protection plans for in-patients are implemented.

The London Ambulance Service ['LAS'] changed the way in which it reported concerns so as to distinguish between safeguarding needs to adults at risk and a request to the local authority or police to conduct a welfare check on an adult who may require support or a change in the care they currently receive. As a consequence they have identified that over 66% of their referrals fall into the later category. This should reduce duplication for the agencies therefore ensuring officers, both within the LAS and SAT, have more time to respond to their core functions and mean adults in need of a safeguarding intervention are supported faster.

Again there is always more that can be done and the SAB has identified within the Strategic plan a number of ways that we intend to build on this to strengthen multi-agency liaison in the coming year.

■ Ensuring our workforce understands their safeguarding responsibilities.

The SAB has a training competency framework which sets out the expected standards of knowledge for practitioners working with adults at risk. This framework is advisory and offers support Board partners devising training programmes for staff. Board members can also report directly to the SAB on the training opportunities provided.

Across the partnership, in many cases, partners have made safeguarding and mental capacity training mandatory. For instance, the London Fire Brigade have delivered fire safety training and fire safety awareness to partner agencies to promote Home Fire Safety Risk Assessment and smoke alarm installation in homes where an adult at risk resides.

LNWHT requires staff to attend training across issues such as PREVENT, Domestic Violence, Slavery and Human Trafficking, Forced marriage, Deprivation of Liberty & Mental Capacity (specifically in relation to patients with Learning Disabilities). Staff are required to complete the mandatory safeguarding training on a 3 yearly cycle and report 95% of staff have attended level 1 training. The LAS require that all staff receive basic awareness regarding their safeguarding duties, clinical staff receive level two training and key personnel trained are trained to level three. In total 4178 staff were trained in 2014-15. The LAS also issue staff with a Safeguarding pocketbook which details the safeguarding roles and responsibilities of all key agencies.

Local Authority and CNWL social care staff working in Brent attended training on the new assessment and care planning responsibilities under the Care Act 2014. Safeguarding adults training is mandatory for all staff within the Local Authority's ASC department and CNWL Trust. E-learning material is available and wherever possible team based training is hosted. In CNWL the safeguarding adults training compliance for 2013/14 shows a mark improvement with current compliance at 92%. The Safeguarding Adult Survey 2014 supported by the recent CQC visit show that staff have a greater awareness of safeguarding and how to report a concern.

■ Learning lessons from local and national cases with poor outcomes

Locally Brent Safeguarding Adults Board commissioned reviews into two cases this year, one of which met the threshold for a Safeguarding Adult Review and the Board was also contributed to a further case which was subject to a Domestic Homicide Review. All of these reviews are yet to be concluded and so will be reported in next year's annual report, but the learning from these has already shaped the Strategic plan for 2015-16 and driven service transformation.

For example, CNWL Trust reported that learning lessons from a serious incident has driven

forward the dignity in care agenda at Park Royal Mental Health Service including the introduction of single sex accommodation.

Furthermore, LNWHT carry out reviews on all patients with Learning Disability who die in the Trust. These deaths are flagged up to the Deputy Director of Nursing by the Bereavement Co-ordinator for independent review of their care to identify issues arising including evidence of discrimination or lessons to be learned. The trust have reported that no issues of discrimination or lack of care were identified during the reviews.

The Board has also responded to issues arising from national concerns and serious case reviews, especially:

Winterbourne View:

The Board continued to receive regular reports from Local Authority and Brent CCG to ensure that learning disabled patients placed in-patient facility out of Brent was seen by their care coordinator at least every 2-4 weeks.

During 2014-15 10 patients (80% of the Winterbourne cohort) were moved into Brent community placements. NHS England identified a further two patients who required a Care Treatment review, both reviews were completed. Most reassuring was the speed by which local community placements were identified for two patients admitted to inpatient facilities between September 2014 to March 2015, both of whom were placed in community settings within the same period. Whilst 2 patients remain in out of area in-patient placements robust plans are in place to ensure they are moved to local community placements by the end of June 2015. CNWL Trust also reported that whilst some Trust patients have remained in hospital settings, work is progressing to ensure that they are safely transferred at the earliest opportunity to a more suitable placement. Regular reviews are undertaken with these patients.

The Trust has also been working with partners to develop local provision to meet the needs of future patients and to address particular needs for those children and young people transitioning into adult services.

Work is also underway with the Council and other key stakeholders for the development of a local challenging behaviour pathway which will be embedded into a joint overarching Learning Disability strategy. This work will be overseen by the Brent Learning Disability Partnership Board. In addition, wider mental health learning disability care-pathway development is currently underway, coordinated across 8 North West London CCGs under the Mental Health Programme Board and NHS England Specialist Commissioners are working with Brent commissioners to develop a transitional pathway for those patients transitioning from Low, Medium and High Secure facilities. The LSAB Monitoring and Evaluation sub group will continue to receive updates biannually to ensure continued progress to achieving the aims of this improvement programme.

Saville:

CNWL was involved in the Saville investigation and assurance has been given with the development of an action plan. This action plan has begun addressing safeguarding access to patients (including volunteers and celebrities). It also reviews mechanisms for listening and acting on patients/carers and members of the public concerns.

Prevent

Prevent aims to reduce the risk of terrorism by stopping people becoming terrorists or supporting terrorism. Prevent focuses on working with adults who may be at risk of being exploited by radicalisers and subsequently drawn into terrorist related activity. The key challenge for the partnership is to ensure that where there are signs that someone has been, or is being, drawn into terrorism staff can interpret those signs correctly, are aware of the support that is available and are confident in referring the person for further support. Many Board partner agencies report they have already or are looking to ensure a programme of training to raise awareness of Prevent as part of their mandatory and statutory training programme.

■ Regular audit/ monitoring of safeguarding and care management activity

Alongside the auditing work undertaken by the SAB already mentioned within this report, partners carry out regular audits of their own activity in order to ensure that care is provided in a way that takes into account the needs and, as importantly, the wishes of the adult in need of care and support. For example, the Local Authority's ASC department audit 10% of all cases to ensure that individuals are support appropriately. The feedback from these audits help partners to continually improve services.

The SAB's subgroup conducted audits throughout the year to consider areas of concern raised either locally or nationally. The sub group reviewed the SAT's cases to consider whether the SAT responded appropriately and effectively in cases where there were concerns about social care providers, including services provided by the Local Authority. They also reviewed cases where the alleged perpetrator was also an adult at risk and, on another occasion, considered whether the SAT recognised and responded appropriately where the adult was at risk of undue influence. The findings from these audits were reported to the Board and used to inform our work programme.

Work is also underway with the Council and other key stakeholders for the development of a local challenging behaviour pathway which will be embedded into a joint overarching Learning Disability strategy.

Mary is 19 and has a learning disability, she has been accommodated by the local authority for the last 4 years because she had suffered substantial neglect, sexual and emotional abuse. Her social worker is concerned that her partner, who was a family friend, is abusive to her. She has demonstrated to staff that she understands the risks posed by continuing the relationship and has confirmed that her partner hits her and is verbally abusive when he drinks alcohol, but considers herself to be very much in love and is happy in the relationship.

A number of safeguarding concerns have been raised and investigated previously, but as Mary did not want any support the cases were closed and no action taken. Her social worker accepted that her disability didn't prevent her from making some decision, but questioned the assumption she was able to freely weigh up the risks posed to her immediate and long-term wellbeing if she remained in the abusive relationship. She also questioned whether sufficient consideration had been given to what impact fear of reprisals from her boyfriend might have on Mary's capacity to engage with the safeguarding enquiry. Her carers reported that they believed Mary would stay away from the placement to avoid the chance that they would see and report visible signs of abuse, placing her at greater risk. As a result a further safeguarding enquiry was undertaken.

A professionals meeting was held with the social worker, safeguarding adults manager, police and representative working with her carers where a detailed shared risk assessment and management plan was agreed. The Police lead the safeguarding enquiry due to the criminal nature of the allegations. Part of the plan was to meet with Mary to discuss how to best support her. During this meeting Mary felt confident to speak about the abuse she had suffered, recognised that she had been placed under pressure to give her partner money and, most importantly, accepted that she would need support to protect herself from further harm. A protection plan was agreed with her which took into account that she still wanted to continue the relationship.

■ Awareness raising campaigns

Mencap continued to campaign to raise awareness of the damage caused by Hate Crime and how to report it (see **www.report-it.org.uk**). This has involved working with those most likely to experience it and alongside police colleagues to ensure that when this is reported adults at risk are offered support. As a result of this campaign the police report a dramatic increase in the numbers of crimes reported, which has risen from 468 in 2013-14 to 619 last year. This figure includes all types of hate crime. Disability hate crime is still under-reported, accounting for only 3 referrals over the year. So there is still much that is needed to be done to ensure everyone understands that they are entitled to live a life free from abuse.

The London Fire Brigade has also taken a lead in Community action on Dementia in Brent, promoting safety in the home to people living with Dementia.



Disability hate crime is still under-reported, accounting for only 3 referrals over the year. So there is still much that is needed to be done to ensure everyone understands that they are entitled to live a life free from abuse.

Deprivation of Liberty Safeguards activity in 2014-15

The Mental Capacity Act 2005 provides a framework for making decisions on behalf of people who don't have the mental capacity to do so for themselves. Deprivation of Liberty Safeguards (DoLS) procedures are designed to protect vulnerable adults who can't make decisions about treatment or care, who need to be cared for in a restrictive way. For example, some people who have dementia, a mental health problem (but are not detained under the Mental Health Act 1983) or a severe learning disability and need to be under constant supervision in their daily activities and/or they would not be free to leave those arrangements because they are necessary to keep them safe from harm.

The aim of the safeguards are to:

- make sure people can be given the care they need in the least restrictive way. This means following good practice in care homes and hospitals
- prevent decisions being made to suit the home or hospital rather than the needs of the person receiving care
- provide safeguards for people in receipt of restrictive care to ensure regular reviews of their care
- provide the rights to challenge unlawful detention against the person's will.

Best Interest Assessors (BIAs) find out whether a deprivation of liberty is in the best interests of the person. If the authorisation is to be granted, the BIA ensures the least restrictive option is in place. They act independently from those responsible for deciding and funding the care required for a vulnerable adult.

Nationally there has been a sharp rise in the numbers of applications for authorisations following a legal case in March 2014 which provided clearer guidance on when the safeguards should be applied. This decision ensured many more people benefited from the additional assessments undertaken and, where applicable, advocacy support available to ensure that the care they received is in line with their best interests. Brent Council, in line with the picture nationally, saw a rise from 18 cases in 2013-14 to 449 applications in 2014-15, 29 cases related to people receiving care in hospital and 420 were for individuals living in residential care. 29 requests were not granted. In addition, there were a further 16 cases referred for assessment where the person was living in supported living accommodation. These are considered separately through applications to the Court of Protection and 7 applications have been submitted to date.

The change in the law has had a national impact and put pressure on qualified BIAs. In response to this increased pressure the SAB secured funding to train further BIAs and partners are working together to raise awareness among providers, regulators and care management staff of the need for health and social care providers to recognise appropriate cases and refer for authorisation. Despite this considerable pressure it is to be applauded that 214 of the assessments were completed within the strict time limits given under the procedures and a further 235 were completed within the extended time limit.

The Board continues to play a key role in the strategic oversight of the management of the DOL Safeguards, highlighting the changes in practice required as a result of the changing case law and responding to the Law Commission's proposal for reform of the legal framework.

What next…

The LSAB has set out in the Strategic Plan the work plan for 2015-16. The focus for the year will be to evidence improvements in practice and ensure that partners are compliant with the new safeguarding duties set out in the Care Act.



Central and North West London NHS
NHS Foundation Trust

Ealing and Harrow Hospital NHS
NHS Trust

London North West Healthcare NHS
NHS Trust

London Ambulance Service NHS
NHS Trust

CareQuality Commission

LFB
LONDON FIRE BRIGADE

METROPOLITAN POLICE

Brent lscb
local safeguarding children board

mencap
The voice of learning disability

Brent Community Safety Partnership

National Probation Service

healthwatch

Brent

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Brent	**Cabinet** 20 January 2016 **Report from the Strategic Director, Community Well-being**
	Wards affected: ALL

Authority to participate in the joint procurement of a Dynamic Purchasing System for Residential, Nursing And Supported Living Care Placements

1. Summary

1.1 This report requests approval for Brent Adult Social Care to participate in a collaborative procurement with the West London Alliance (WLA) for the establishment of a dynamic purchasing system for provision of residential, nursing and supported living accommodation and care home placements. The proposed procurement is to be led by the London Borough of Ealing therefore approval is also sought for using Ealing's contract standing orders and financial regulations as per Contract Standing Order 85.

2. Recommendations

2.1 That Cabinet give approval to the Council to participate in WLA collaborative procurement led by the London Borough of Ealing to establish a dynamic purchasing system (DPS) for residential, nursing and supported living care services led by London Borough of Ealing.

2.2 That Cabinet give approval to the procurement detailed in 2.1 being exempt from the normal requirement of Brent Council's Contract Standing Order and Financial Regulations for good operational and/or financial reasons in accordance with the Contract Standing Order 84(a) and 85(c).

2.3 That Cabinet give approval to the pre-tender considerations set out in 4.0 of this report that will be applied to select the DPS providers and used to award individual contracts.

3. Detail

3.1 The WLA is a partnership between the London Boroughs of Brent, Barnet, Hounslow, Harrow, Hillingdon, Kensington and Chelsea, Hammersmith and Fulham and Westminster (the WLA members).

3.2 The WLA has in the past jointly procured an approved list for the provision of residential and nursing care homes on behalf of participating Adult Social Care departments, primarily for people aged over-55. Current providers met approved admission criteria and

agreed to provide placements in line with a series of WLA usual fees for 4-years. Providers benefited from both a level playing field and a significantly larger marketplace; in return, they provided placements that delivered value for money for the participating boroughs. The existing approved list expires on 28.02.2016.

3.3 Following a service review and options appraisal, WLA members have agreed that a joint collaboration for the provision of residential and nursing care homes continues to be advantageous to members and for the market-place. It has been agreed that any scheme should include supported living provision to enable it to cover the majority of accommodation based provision to working age and older adults in line with The Care Act 2014. Inclusion of supported living provision to such scheme ensures these services are subject to the same level of vetting and monitoring to promote good quality services.

3.4 It has been agreed by the WLA members that a Dynamic Purchasing System (DPS) offers more benefits to members and the market than an approved list or a framework agreement. The primary advantage of using a DPS model is that new providers can apply to be added to the DPS throughout the period that it is operational ensuring a maximised approved provider list from which purchases can be made.

3.5 The DPS will ensure that successful providers and the Council will be working within a structured legal framework, which is more robust than spot purchasing and more cost effective than block contracting. This model will support the Council to manage the cost of the service as payment is only for services purchased and will be at standardised rates within the DPS. This model is anticipated to encourage diversity of local provision and create a level of provider stability which may build capacity within the market. Thus, it provides the best option for achieving value for money and will allow the use of different providers based upon their areas of specialism.

3.6 It is acknowledged that Brent has recently undertaken procurement for a DPS for local Accommodation Plus Services largely related to the New Accommodation for Independent Living (NAIL) project. It is recommended that Brent participates in all lots (residential, nursing and supported living) for this joint procurement despite having a current DPS for supported living locally. This will enable Brent to call upon supported living provision external to the Borough when required (e.g. service user requests to be in greater proximity to family members based out of borough).

3.7 The previous Accreditation, Purchasing and Contract Management Scheme ("APC1") approved list procurement was lead and procured by the London Borough of Ealing. It was agreed within the WLA that a lead Borough for the procurement continues to be the best way of completing the procurement. London Borough of Ealing was agreed by the WLA to act as the lead agency and central purchasing authority for the purpose of the procurement of the DPS. Directors of Adult Social Care across the WLA and Brent's Strategic Director, Community Well-being will sign a Memorandum of Understanding setting out full details on which Ealing will lead on the procurement. As the London Borough of Ealing is leading on the procurement on behalf of all the WLA boroughs, it is proposed to use the London Borough of Ealing's Standing Orders for the procurement process in order to avoid duplication of work and duplication of costs.

3.8 It is proposed that the DPS will be operational for a period of 4 years from 01.09.2016 to 31.08.2020. In the 6 month interim period between the end of APC1 in February 2016 and the commencement of the DPS in September 2016, Brent Council will use spot-purchase contractual arrangements with providers, continuing to use the same terms and conditions as was used for contracts under APC1. This has been discussed and agreed by Legal Officers as legally permissible.

3.9 Officers consider that there are good financial and operational reasons to participate in a collaborative procurement. There is insufficient residential, nursing, and supported living accommodation within Brent to meet the needs of the vulnerable people the Council serves. Under the DPS, officers will be able to access specialist accommodation, using pre-agreed price bandings with clear service standards across the West London area. This will support requirements under the Care Act 2014 to offer personalised services taking account of family and social networks. In addition the Council will reserve the right to seek care placements outside the DPS should the need arise.

3.10 It is expected that participating in the DPS will benefit the Council by managing rising care costs and providing greater choice for individuals who require specialist placement. On that basis and given the London Borough of Ealing are leading on the procurement, approval is sought for this collaborative procurement to be exempted from the normal requirements of the Council's Contracts Standing Orders.

4. The Tender Process

4.1 It is proposed by the WLA Members that subject to relevant approvals, advertisements will be placed in the Official Journal of the European Union (OJEU), the London Tender Portal and on Contracts Finder on 1st March 2016 to seek initial expressions of interest for a number of different areas/categories of service. These will be divided into the following Lots and Elements:

Lots	Nursing Care Home	Residential Care Home	Supported Living Accommodation
Elements			
Frail Older Person	✓	✓	✓
Dementia	✓	✓	
Learning Disability	✓	✓	✓
Physical Disability	✓	✓	✓
Mental Ill Health	✓	✓	✓
Respite	✓	✓	

4.2 In accordance with the Contract Standing Orders 88 and 89, pre-tender considerations have been set out below for the approval of the Cabinet:

Ref.	**Requirement**	**Response**
(i)	The nature of the service.	A Dynamic Purchasing System (DPS) for the provision of residential care, nursing home and supported living placements for all vulnerable adults.
(ii)	The estimated value	Total estimated value of the DPS across participating WLA members: £114.000m Total estimated value of contracts procured by Brent Council under the DPS: £25.9m. Please see section 5.2 and 5.3 for spend breakdown.
(iii)	The contract term	4 years (2 years with an option to extend by a further 2 years).
(iv)	The tender procedure to be adopted.	Restricted (two stage) tender undertaken and lead by Ealing Council on behalf of all participating WLA

		boroughs.
(v)	The procurement timetable	Indicative Dates Are: Advert to released: 01st March 2016 Expressions of interest returned: 31st March 2016 Invitation to tender issued: 09th May 2016 Deadline for tender submissions: 02nd June 2016 Evaluation & Selection: w/c 06th June 2016 Cabinet approval to award: July 2016 Contract start date: 01st September 2016.
(vi)	The evaluation criteria and process	At selection (pre-qualification) stage shortlists are to be drawn up in accordance with the London Borough of Ealing's policies and procedures which, like Brent's own policies, aims to identify organisations that meet mandatory financial standing, technical capacity and experience standards.. At tender evaluation stage for procurements under the DPS, evaluation will be against criteria and weightings agreed by the Cabinet of London Borough of Ealing. Brent Council will participate in the evaluation at Pre-Qualification stage, Brent Council will evaluate at Invitation to Tender stages for procurements under the DPS.
(vii)	Any business risks associated with entering the contract	The DPS procurement offers the opportunity for Care Provider's to submit new costs for each tender call off which may lead to the establishment of a higher average cost of care placements when assessed against their indicative market rate provided at the time of their appointment to the DPS. Mitigations are provided within 5.4 to 5.7 of this report.
(viii)	The Council's Best Value duties.	The competitive procurement of a DPS supports the Council's Best Value duties.
(ix)	Consideration of Public Services (Social Value) Act 2012	Social Value will be criteria that will be built into the tender evaluation stage.
(x)	Any staffing implications, including TUPE and pensions.	None
(xii)	The relevant financial, legal and other considerations.	See sections 5 and 6 below.

5. Financial Implications

5.1 Ealing Council will be leading and undertaking the procurement of the DPS on behalf of the West London Alliance participating boroughs. Each borough will contribute approximately £4,000 as a one off cost to the legal and procurement costs of establishing the DPS.

5.2 It is anticipated that the value of the DPS across participating WLA members for the 4 year contract duration will be £114.0m.

5.3 The cost of new placements for residential, nursing and supported living for 2014/15 was £9.7m. The estimated annual contract cost for Brent is estimated at £7.4m as placements spend is expected to reduce significantly with the continued implementation of the New Accommodation of Independent Living (NAIL) project through 2015/16 and for the duration of the contract period.

Mitigating Financial Risks

5.4 In terms of the council containing placement spend through this contract, the major financial risk comes through the increasing challenges with the placement market regarding the sustainability of Brent's current prices for care. Care home and supported living placement prices are anticipated to rise from April 2016 onward – driven by factors outlined below.

- Increasing overheads driven by inflation, new national minimum / living wage increases set from 2015 to 2020 a well as Brent's commitment to be a London Living Wage borough.
- Pension reform and new care certificate training requirements that have resulted in a challenging financial climate for care providers.

5.5 It is unclear at this stage what the full extent of the financial impact on local authorities will be. However, using the assumptions outlined above, Brent's potential spend on placements procured via the DPS scheme will be higher by 2020 as compared to current 2015-16 prices to ensure that factors above are met and that there is sustainable local care market as per the duty under section 5 of The Care Act 2014.

5.6 Financial impact modelling is being undertaken via the London (ADASS) Commissioners Network and will be reported to Cabinet in due course. It is likely that the London-wide modelling will recommend a banded pricing structure for future placement and home care purchases. The procurement of the DPS will be informed by appropriate benchmarking of price bandings for the duration of the contracts, to take into account the known inflationary pressures.

Budget

5.7 The Council's Contract Standing Orders state that contracts for supplies and services exceeding £250,000 shall be referred to the Cabinet for approval.

5.8 Adult Social Care will seek to manage the cost of residential, nursing and supported living placements within the allocated annual revenue budgets for the duration of the contract.

5.9 Placement spend is monitored as part of the councils budget monitoring process and associated costs with this contract will form part of this monitoring from the contracts inception.

6. Legal Implications

6.1 Contracts for provision of residential care, nursing home and supported living placements fall within Schedule 3 of the Public Contracts Regulations 2015 ('PCR 2015). In procuring such services, where they are above the EU threshold for services (currently 750,000 Euros (£589,148)), contracting authorities are required to publish a contract

notice or PIN as a call for competition in the OJEU in the usual way and a contract award notice once the contract has been awarded. A restricted procurement procedure must be used for the procurement of a DPS.

6.2 The DPS will be established through a collaborative procurement exercise to be undertaken on behalf of the Council and the other WLA Members by the London Borough of Ealing in accordance with the requirements of the EU procurement regulations as detailed in this report.

6.3 As the estimated value of the services which the Council would call off under the DPS agreement during its lifetime is in excess of £250,000, it is subject to the requirements of the Council's Contract Standing Orders (CSO) in respect of High Value Contracts. CSO 85 provides that any collaborative procurement shall comply with the Council's Standing Orders and Financial Regulations unless in the case of High Value Contracts, the agreement of the Cabinet is obtained under the CSO No 84(a). Exemption under CSO No 84(a) can be approved by the Cabinet where there are good operational and / or financial reasons, and these reasons are set out in paragraph 3.7 and as detailed in this report.

6.4 Under section 5 of the Care Act local authorities are under a general duty to promote the effective operation of a market in services for meeting care and support needs with a view to ensuring that those in its area have access to a variety of high quality providers to choose from. Provision of the DPS will facilitate the Council to meet this duty by purchasing care under a legal framework which ensures effective monitoring of the financial sustainability of Provider's and the quality of the service they are providing.

7. Staffing Implications

7.1 Services are currently provided by external contractors and there are no implications for Council staff arising from the procurement of the DPS.

8. Diversity Implications

8.1 The proposals in this report have been subject to an Equality Assessment screening; please see Appendix 1. Officers believe that there are no negative diversity implications. By participating in a multi-borough procurement, there will be greater access to providers offering services that meet the needs of our diverse population at a negotiated rate.

9. Public Services (Social Value) Act 2012

9.1 Since 31st January 2013, the Council, in common with all public authorities subject to the EU Regulations, has been under duty pursuant to the Public Services (Social Value) Act 2012 to consider how the services being procured might improve the economic, social and environmental well-being of its area; how, in conducting the procurement process, the council might act with a view to securing that improvement and whether the council should undertake consultation. This duty applies to the procurement of the proposed contract as Services over the threshold for application of the EU Regulations are subject to the requirements of the Public Services (Social Value) Act 2012.

Current service users and their families state that remaining close to friends and family is an important consideration when choosing the right care home. The procurement will be open to all providers who meet the minimum requirements; sessions will be held in advance of placing the OJEU Notice to assist SME providers in correctly completing the

documentation to give them the greatest opportunity to join the DPS. This will support the sustainability of a diverse local market, maximising the options available locally.

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Appendix 1: West London Alliance APC2 Dynamic Purchasing System Equality Assessment

The proposal is to establish a Dynamic Purchasing System (DPS) for Residential and Nursing Care Home accommodations and Supported Living accommodations. The DPS will replace the current APC1 Framework procured in combination with The West London Alliance, which terminates in February 2016.

The procurement of the Dynamic Purchasing System is to be completed in combination with The West London Alliance (WLA), known as APC2. Ealing Council is undertaking the procurement of the DPS on behalf of the WLA. Permission is to be sought from Cabinet for Ealing Council to undertake the procurement on behalf of Brent Council.

It is anticipated that the APC2 DPS will be operational from September 2016.Brent Council will use spot purchasing arrangements per service user referred to purchase Residential, Nursing and Supported Living care home placements between February- September 2016.

The DPS is a procurement tool which in this case will provide a legal framework for purchasing residential, nursing and supported living placements. Residential, Nursing and Supported Living Provider's who meet the procurement criteria will be awarded a place on the DPS should they meet the criteria set out in the tender process. Providers will be called off the DPS when residential, nursing and supported living placements are required for clients assessed as eligible for and needing placement .

The DPS is being procured within The West London Alliance so that prices and quality are consistent across this region.

Equality Assessment Analysis

5. What effects could your policy have on different equality groups and on cohesion and good relations?

5.1 Age *(select all that apply)*

Neutral

Positive

The procurement of the WLA APC2 DPS system will have a neutral impact on age as a protected characteristic. The DPS will include providers of residential and nursing care homes and supported living services to adult's age 18+ who meet the eligibility criteria for residential and nursing care home support and supported living services.

The residential, nursing or supported living services purchased from the DPS will be based upon the assessment of the individuals needs as completed by a social worker or care assessor. The individual will be involved in the planning of their care home arrangements. The selected provider and allocated worker will work together to ensure that the service meets any needs arising from the individuals age; such as older age related frailty to ensure the accommodation and care meets these needs .

The residential, nursing or supported living services purchased from the DPS will be based upon the needs assessment of the individual who is to receive the service as completed with

them and their circle of support by their allocated worker (social worker or care assessor). The individual will be involved in the planning of their care home arrangements. The selected provider and allocated worker will work together to ensure that the service meets any needs arising from the individuals age; such as older age related frailty to ensure the accommodation and care meets these needs .

The DPS will provide a legal framework for the purchasing of residential, nursing and care home services, and will support the monitoring of care services purchased by Brent Council in accordance with the legal framework. This will ensure that the care provider is subject to monitoring checks to ensure quality of care which takes into account the needs arising from age continue to be provided for and met.

5.2 Disability *(select all that apply)*

Neutral

Positive

The procurement of the APC2 DPS system will have a neutral impact on disability as a protected characteristic. Approved providers on the DPS will include care home providers of residential and nursing care homes and supported living services for adults with disabilities, including learning, physical, mental health and cognitive disabilities. The procurement process for APC2 will ensure that all providers are approved to provide an accepted standard of care and support which includes the capability to support individual's needs arising from disability.

Any residential, nursing or supported living placements purchased under APC2 by Brent Council will be based upon the needs assessment of the individual completed with them and their circle of support by their allocated worker (social worker or care assessor). The individual will be involved in the planning of their care service and arrangements. Other relevant partners and agencies may be involved in the placement care planning (such as GP, OT, other health professionals or appropriate person) as appropriate to the individuals needs and circumstances to ensure that any placement purchased can meet all of their needs, including those arising from the protected characteristic of disability.

The provider selected from the DPS, the allocated worker, the individual (where possible), their circle of support and any other relevant partners involved in the individuals care will work together to ensure that the service meets their needs, including any needs arising from the individuals disability.

APC2 will provide a legal framework for the purchase of residential, nursing and supported living services, which ensures regular, legally mandated monitoring of the provider to ensure the care provided meets the standards set out in the contractual arrangements. Monitoring will include service user feedback of the service provided.

5.3 Gender identity and expression *(select all that apply)*

Neutral

The procurement of the WLA APC2 DPS system will have a neutral impact on gender identity and expression as a protected characteristic.

Any needs or consideration of an individual's gender identity and expression will be taken into account by the individual's assessment and support planning, and incorporated into their support plan as appropriate. Service providers of residential, nursing and supported living placements will be required to demonstrate their capability to provide for and respond individuals protected characteristics including gender identity and expression.

APC2 will provide a legal framework for the purchase of residential, nursing and supported living services, which ensures regular, legally mandated monitoring of the provider to ensure the care provided meets the standards set out in the contractual arrangements. Monitoring will include service user feedback of the service provided.

5.4 Marriage and civil partnership *(select all that apply)*

Neutral

The procurement of the WLA APC2 DPS system will have a neutral impact on marriage and civil partnership as a protected characteristic.

Any needs or consideration of an individual's marriage or civil partnership status will be taken into account by the individual's assessment and support planning, and incorporated into their support plan as appropriate. Service providers of residential, nursing and supported living placements will be required to demonstrate their capability to provide for and respond individuals protected characteristics including marriage and civil partnership.

APC2 will provide a legal framework for the purchase of residential, nursing and supported living services, which ensures regular, legally mandated monitoring of the provider to ensure the care provided meets the standards set out in the contractual arrangements. Monitoring will include service user feedback of the service provided.

5.5 Pregnancy and maternity *(select all that apply)*

Neutral

The procurement of the WLA APC2 DPS system will have a neutral impact on pregnancy and maternity as a protected characteristic.

Any needs or consideration of an individual's pregnancy or maternity status will be taken into account by the individual's assessment and support planning, and incorporated into their support plan as appropriate. Service providers of residential, nursing and supported living placements will be required to demonstrate their capability to provide for and respond individuals protected characteristics including pregnancy and maternity.

APC2 will provide a legal framework for the purchase of residential, nursing and supported living services, which ensures regular, legally mandated monitoring of the provider to ensure the care provided meets the standards set out in the contractual arrangements. Monitoring will include service user feedback of the service provided.

In order to become an approved provider on APC2 providers will have to demonstrate how their policies and procedures meet employment legislation regulations which will include supporting and managing their workforce including pregnancy and maternity arrangements.

5.6 Race *(select all that apply)*

Neutral

Positive

The procurement of the WLA APC2 DPS system will have a neutral impact on race as a protected characteristic.

Brent remains the most diverse borough in London with 63.7% of the population being from BAME groups. The largest ethic group in Brent is Asian-Asian-British, Indian or British Indian population at 18.6%.

Any residential, nursing or supported living placements purchased under APC2 by Brent Council will be based upon the needs assessment of the individual completed with them and their circle of support by their allocated worker (social worker or care assessor). The individual will be involved in the planning of their care service and arrangements. Other relevant partners may be involved in the placement care planning (GP, OT, other health professionals or an 'appropriate person') as appropriate to the individual's needs and circumstances to ensure any placement purchased meets all of their needs via their personalised support plan. This will include needs arising from the protected characteristic of race, such as meal planning to ethnic preference.

APC2 will provide a legal framework for the purchase of residential, nursing and supported living services, which ensures regular, legally mandated monitoring of the provider to ensure the care provided meets the standards set out in the contractual arrangements. Monitoring will include service user feedback of the service provided.

There is potential for the APC2 to have a positive impact upon the protected characteristic of religion and belief as providers of residential, nursing and supported living placements will have the opportunity to apply to be an approved provider on the DPS at any time in the lifespan of APC2. New providers who may offer specialist services for particular races or ethnicities will have the opportunity to ascertain approved provider status, and will not be limited by a single procurement process.

5.7 Religion or belief *(select all that apply)*

Neutral

Positive

The procurement of the WLA APC2 DPS system will have a neutral impact on religion or belief as a protected characteristic.

There is a diverse range of belief systems represented in the population of Brent including, Roman Catholic, Christian, Hindu, Muslim, Sikh and Jewish religions.

Any residential, nursing or supported living placements purchased under APC2 by Brent Council will be based upon the needs assessment of the individual completed with them and their circle of support by their allocated worker (social worker or care assessor). The individual will be involved in the planning of their care home service and arrangements. Other relevant partners may be involved in the placement care planning (GP, OT, other health professionals or an 'appropriate person') as appropriate to the individual's needs and circumstances to ensure any placement purchased meets all of their needs via their

personalised support plan. This will include needs arising from the protected characteristic of religion and belief, such as support to attend religious ceremonies, observance of religious festivals and dates and preparation of meals which are congruent with the individual's religion (kosher or halal).

APC2 will provide a legal framework for the purchase of residential, nursing and supported living services, which ensures regular, legally mandated monitoring of the provider to ensure the care provided meets the standards set out in the contractual arrangements. Monitoring will include service user feedback of the service provided.

There is potential for the APC2 to have a positive impact upon the protected characteristic of religion and belief as providers of residential, nursing and supported living placements will have the opportunity to apply to be an approved provider on the DPS at any time in the lifespan of APC2. New providers who may offer specialist services for particular religious or belief groups will have the opportunity to ascertain approved provider status, and will not be limited by a single procurement process.

5.8 Sex *(select all that apply)*

Neutral

The procurement of the WLA APC2 DPS system will have a neutral impact on sex as a protected characteristic.

Any needs or consideration of an individual's sex will be taken into account by the individual's assessment and support planning, and incorporated into their support plan as appropriate. Service providers of residential, nursing and supported living placements will be required to demonstrate their capability to provide for and respond individuals protected characteristics including marriage and civil partnership.

Providers will demonstrate how their recruitment and staffing arrangements will meet the needs of service users of both sexes, to ensure where possible that same sex matching for support with intimate care will be accommodated.

APC2 will provide a legal framework for the purchase of residential, nursing and supported living services, which ensures regular, legally mandated monitoring of the provider to ensure the care provided meets the standards set out in the contractual arrangements. Monitoring will include service user feedback of the service provided.

5.9 Sexual orientation *(select all that apply)*

Neutral

The procurement of the WLA APC2 DPS system will have a neutral impact on sexual orientation as a protected characteristic.

Any needs or consideration of an individual's sexual orientation will be taken into account by the individual's assessment and support planning, and incorporated into their support plan as appropriate. Service providers of residential, nursing and supported living placements will be required to demonstrate their capability to provide for and respond individuals protected characteristics including marriage and civil partnership.

APC2 will provide a legal framework for the purchase of residential, nursing and supported living services, which ensures regular, legally mandated monitoring of the provider to ensure the care provided meets the standards set out in the contractual arrangements. Monitoring will include service user feedback of the service provided.

5.10 Other (please specify) *(select all that apply)*

No other issues identified.

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Brent	**Cabinet** 20 January 2016 **Report from the Strategic Director, Community Well-being**
For Action	Wards Affected: ALL

Approval to appoint service providers to a Dynamic Purchasing System (DPS) for Accommodation Plus Services

Appendix 1: Not for publication

1.0 Summary

1.1 In September 2015 Cabinet approved the invitation of requests from potential providers to apply to join a Dynamic Purchasing System (DPS) for Accommodation Plus Services.

1.2 Upon conclusion of the procurement process, which was run in accordance with the Public Contract Regulations 2015, approval is now sought to appoint the first round of applicants to the DPS having passed specific evaluation criteria.

1.3 The Strategic Director, Community Well-being already has delegated authority of Cabinet to make further appointments onto the DPS, subject to providers meeting the same selection criteria applied to the first round of applicants. The Strategic Director also has delegated authority to award High Value Contracts up to £500,000 under the DPS. However, approval to award contracts above this value will be sought through Cabinet.

2.0 Recommendation

2.1 That Cabinet approve the appointment of the providers listed in Appendix 1 of this report to the DPS for Accommodation Plus Services.

3.0 Detail

NAIL Overview

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3.1 The NAIL (New Accommodation for Independent Living) project is a One Council Programme set to deliver by March 2018 529 new units of accommodation plus for people who are assessed as having social care needs who can no longer be supported to manage in their own home. Accommodation plus provision is being created with individualised, person centred on-site care and support to enable customers who would otherwise need to be placed in a care home setting, to be supported in in the community and be supported to maintain their health, wellbeing and independence at home. The DPS will allow the council to have a better, more strategic approach to market development and management to deliver NAIL targets by facilitating much earlier engagement with the market to shape the provision it wants locally and will be utilised to procure the range of NAIL/Accommodation Plus services required

3.2 Whilst the primary driver of the NAIL Programme is to maximise the choice, control and independence of our Customers by ensuring people only go into a care home environment in the absence of any other provision that can meet their needs, NAIL must also deliver significant efficiency savings from the ASC Care home spend, which accounts for the largest area of spend in the ASC budget. This will be achieved through ASC being responsible for meeting the cost of people's care and support needs only, as opposed to care home provision where ASC is also responsible for all accommodation costs.

Dynamic Purchasing Systems

3.3 A Dynamic Purchasing System (DPS) is a procurement mechanism for the tendering of contracts for works, services and goods commonly available in the market. As a procurement tool, it has many similarities to an electronic framework agreement, but with a key difference that new suppliers can join at any time.

3.4 A DPS procurement is a two-stage process. First, in the initial setup stage, all suppliers who meet the selection criteria are admitted to the DPS. An authority may not impose a limit on the number of suppliers that may join a DPS.

3.5 Individual contracts are then awarded during the second stage. In this stage, the authority invites all suppliers on the DPS (or the relevant category within the DPS) to bid for specified contracts.

The procurement process

3.6 Following a market engagement afternoon, expressions of interest were sought across the following five lots of delivery models which were established to support the delivery of the NAIL project and to allow for commissioning of other services across Adult Social Care.

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Lot 1: Providers who provide the land, build and manage the property, and deliver the care and/or support services (possibly as different arms of a single organisation or as a consortium/partnership for example).

Lot 2: Providers who provide the land, build and manage the property only.

Lot 3: Providers who provide the land, and build the property only.

Lot 4A and 4B: Providers who provide care and/or support services only.

Lot 5: Providers who provide housing related support services only.

3.7 36 Pre Qualification Questionnaires (PQQ's) were received from 17 bidders by the submission deadline. Appendix 1 lists the names of the organisations whilst the table below demonstrates the PQQ distribution across the various Lots:

3.8 This represents a very positive interest in the DPS from the market. While heavily focused on Older People and Learning Disabilities providers, this is only a reflection of the likely nature of the first services we use the DPS for and will change as we move to engage the market in developing services for other groups of users.

	PQQ submissions across Lots					
Bidder Reference	**1**	**2**	**3**	**4a**	**4b**	**5**
A1	Y			Y		Y
A2					Y	Y
A3						Y
A4	Y	Y	Y	Y	Y	Y
A5					Y	Y
A6	Y			Y	Y	Y
A7	Y	Y			Y	Y
A8					Y	Y
A9					Y	
A10	Y					
A11					Y	
A12				Y	Y	
A13	Y					
A14	Y				Y	
A15	Y					
A16	Y				Y	
A17					Y	

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3.9 Assessment of the PQQs involved a pass/fail stage and a scored stage. All bidders passed the pass/fail stage and were then evaluated against Lot specific scored questions.

3.10 Bidders were informed that they would fail the scored stage and not be appointed to the DPS if they:

a. Scored 0 out of the available 4 for any of the scored questions.

b. Scored 1 out of the available 4 for any 3 of the scored questions.

c. Received an overall score of less than 60%.

3.11 The outcome is that one Lot 4 PQQ submitted by bidder A1 was found to be non compliant whilst 23 PQQ's (out of the 36) passed the scored stage and are therefore recommended for appointment to the DPS. This was a good first step at engaging providers in the NAIL Project, and allows us to do further market engagement as we start to use the DPS for particular contracts and services going forward. The distribution of the proposed appointments is as follows:

Lot	Proposed number of providers
1	3
2	2
3	1
4A	3
4B	9
5	5

3.12 Below is a list of the providers recommended for initial appointment to the DPS as further set out in the confidential Appendix 1:

- Care management Group
- Circle Support
- Jordan Xavier
- Metropolitan
- Royal Association for Deaf People
- Royal Mencap
- Sunrise Care
- Thames Reach
- Active Care & Support
- Care Assist
- Elders Voice
- Equinox Care
- Lotus Care
- Optima
- Reliant Care
- Voyage

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- Westminster Homecare

3.13 Appendix 2 contains the PQQ questions and the scores assigned to each bidder with a summary provided below:

3.13.1 Lot 1: Providers who provide the land, build and manage the property, and deliver the care and/or support services (possibly as different arms of a single organisation or as a consortium/partnership for example).

Bidder ref	Score	Passed scoring stage/recommend for appointment?
A1	63.5%	Yes
A4	53.1%	No - scored less than 60%
A6	65.4%	Yes
A7	51.0%	No - scored less than 60%
A10	50.6%	No - scored less than 60%
A13	3.1%	No - scored less than 60%
A14	51.2%	No - scored less than 60%
A15	47.8%	No - scored less than 60%
A16	63.1%	Yes

It is encouraging that this Lot attracted a good number of bidders despite some struggling to score well on all elements of the Lot. It allows us to give feedback to those who scored less than 60% and encourage them to reapply. The clear sign from the number of responses is that providers want to support the Council with the development of accommodation and integrated care services to meet the needs of vulnerable adults and builds on the reactive approach we were taking before the DPS was developed.

3.13.2 Lot 2: Providers, who provide the land, build and manage the property only.

Bidder ref	Score	Passed scoring stage/recommend for appointment?
A4	65.4%	Yes
A7	64.0%	Yes

This Lot will require further market stimulation to gain a fuller cohort of providers, which we are confident will happen as the use of the DPS develops and clearer details of services to be procured are communicated to the market with timings.

3.13.3 Lot 3: Providers who provide the land, and build the property only.

Bidder ref	Score	Passed scoring stage/recommend for appointment?
A4	63%	Yes

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This is disappointing compared to the Lot1 response but we expect that following further market stimulation we can add more specialist housing providers to this Lot. However, many social housing providers can be engaged with using our normal Nominations Agreement method which is the most common method used with our general needs housing providers.

3.13.3 Lot 4A Housing Management: providers who provide care and/or support services only.

Bidder ref	Score	Passed scoring stage/recommend for appointment?
A6	84.6%	Yes
A4	61.4%	Yes
A12	67.9%	Yes
A1	0.0%	No – non compliant submission

There is a need to develop this Lot further to support Adult Social Care with the housing management functions in a number of services. Some targeted promotion will be undertaken once the DPS is open to applications in February 2016 to meet this need.

3.13.4 Lot 4B Care and Support: providers who provide care and/or support services only.

Bidder ref	Score	Passed scoring stage/recommend for appointment?
A2	76.3%	Yes
A4	69.6%	Yes
A5	61.7%	Yes
A6	70.4%	Yes
A7	60.8%	Yes
A8	67.9%	Yes
A9	51.3%	No - scored less than 60%
A11	39.2%	No - scored less than 60%
A12	70.0%	Yes
A14	48.8%	No - scored less than 60%
A16	65.8%	Yes
A17	79.2%	Yes

This is a good spread of experienced and able, older people and learning disability providers which should be enhanced by other providers once clear procurements are planned and communicated to the market.

3.13.5 Lot 5: Providers who provide housing related support services only.

Bidder ref	Score	Passed scoring stage/recommend for appointment?
A1	55.0%	No - scored less than 60%

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A2	76.7%	Yes
A3	65.0%	Yes
A4	63.8%	Yes
A5	40.0%	No - scored less than 60%
A6	61.3%	Yes
A7	47.9%	No - scored less than 60%
A8	66.3%	Yes

This is a very positive start for a Lot 5 and will be further enhanced as we firm up out procurement plans later this year for services in this area.

Next steps

3.14 Should Members be minded to approve the proposed appointments to the DPS so as to enable it to be established; any new PQQ submissions received subsequently will be assessed using the same methodology described in 3.7 above. Subject to the organisation passing the scoring the Strategic Director, Community Well-being will be asked to approve further appointments.

3.15 Contracts tendered for and let through the DPS will be assessed using the following criteria:

Lot 1:

- How the provider will work in partnership with the Council and others to 'customise' the design and layout of a building
- How the provider will apply its skills and experience to deliver on time developments with appropriate building standards
- How the building will be used to maximise independence.
- How the Service will be operated to achieve delivery of outcomes.
- How the Service will be operated to lead to improved personal independence.
- How policies and procedures regarding equality and human rights will be applied.
- Proposals with regard to Staffing (skills, qualifications and experience and structure) in order to meet the needs of the service users.
- How the Safeguarding policy will be implemented.
- How Social Value will be delivered.

Lot 2:

- How the provider will in partnership with the Council and potential clients to 'customise' the design and layout of a building
- How the provider will apply its skills and experience to deliver on time developments with appropriate building standards
- How the building will be used to maximise independence.
- How the Service will be operated to achieve delivery of outcomes.

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- How policies and procedures regarding equality and human rights will be applied.
- How the Service will be operated to lead to improved personal independence.
- Proposals with regard to Staffing (skills, qualifications and experience and structure) in order to meet the needs of the service users.
- How Social Value will be delivered.

Lot 3:

- How the provider will in partnership with the Council and potential clients to 'customise' the design and layout of a building
- How the provider will apply its skills and experience to deliver on time developments with appropriate building standards
- How the building will be used to maximise independence.
- How Social Value will be delivered.
- How the property will be made affordable and accessible to Brent residents.
- How Social Value will be delivered.

Lot 4:

- How the Service will be operated to achieve delivery of outcomes.
- How policies and procedures regarding equality and human rights will be applied.
- How the Service will be operated to lead to improved personal independence.
- Proposals with regard to Staffing (skills, qualifications and experience and structure) in order to meet the needs of the service users.
- How Social Value will be delivered.
- How experience in delivering similar services will be applied to the Service.
- How out of hours services will be delivered.
- How the Safeguarding policy will be implemented.
- How Social Value will be delivered.

Lot 5:

- How experience in delivering similar services will be applied to the Service
- How the Service will be operated to achieve delivery of outcomes.
- How the Service will be operated to lead to improved personal independence.
- Proposals with regard to Staffing (skills, qualifications and experience and structure) in order to meet the needs of the service users.
- How Social Value will be delivered.

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3.16 The evaluation weightings for each procurement will range by 60% to 70% for Cost and 40% to 30% for Quality.

3.17 Cabinet have delegated authority to the Strategic Director, Community Well-being (previously the Strategic Director of Adult Social Care) to call off contracts under the DPS with values up to £500,000. A retrospective six (6) monthly report will then be submitted to Cabinet updating them on contracts awarded through the delegated approach for that period. Approval to award contracts above £500,000 will be sought through standard Cabinet procedures. The report will also list any new providers that have been appointed to the DPS during the same period.

4.0 Financial Implications

4.1 The estimated value of the contracts to be awarded through the DPS is £24,810,000. Across the Lots, Lot 1 has a projected value of £11,000,000, Lot 4 £11,000,000 and Lot 5 £4,810,000. There is no financial commitment arising from Lots 2 and 3 Nominations agreements will be put in place.

4.2 The cost of these contracts will be funded from the Support Planning and Review service within the overall Adult Social Care budget. Costs are expected to be incurred from 2015/16 until approximately 2018/19 (as per the four year duration of the DPS).

4.3 The contract specifications ensure that providers awarded a contract through the DPS will pay the LLW to all staff engaged in the delivery of the service.

4.4 Should the LLW be increased during the lifetime of the DPS, this could increase the cost of any contracts awarded through the DPS. It is expected the council would be required to accommodate any increase in the contract price to meet the pressure of wage increases. Future financial implications relating to LLW will need to be considered through delegation to the Strategic Director of Community and Well Being and in future cabinet reports, as remaining compliant with LLW through contract award may create further, significant cost pressures on the Adult Social Care budget.

5.0 Legal Implications

5.1 A DPS is akin to an electronic framework agreement but unlike a framework agreement, it allows for new providers in the market to apply for admittance onto the DPS throughout the life of the system. The requirements as to the establishment and operation of the DPS are set out in Regulation 34 of the Public Contracts Regulations 2015 (PCR 2015). The PCR 2015 details that a DPS is a completely electronic system which may be established to procure commonly used purchases generally available to the market. Officers have confirmed that Accommodation Plus services meet this requirement.

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5.2 The estimated value of proposed procurements under the DPS is £24,810,000 and as such, the DPS is itself deemed a High Value Contract under the Council's Contract Standing Orders and Financial Regulations and thus Cabinet approval is required to appoint the initial potential providers to the DPS in accordance with CSO 88(c). Thereafter, should Members be minded to approve the recommendation in this report, the Strategic Director, Community and Well-being has the delegated authority to appoint any new bidders onto the DPS that meet the minimum council requirements and award subsequent call off contracts with a value up to £500,000.

5.3 Moreover, for any specific call off contracts proposed to be awarded under the DPS, with a value exceeding £500,000, Officers will report back and seek the prior approval of Cabinet in accordance with Contract Standing Orders.

5.4 Officers must follow regulation 54 of the PCR 2015 when inviting providers under the relevant Lot under the DPS. There is no requirement to submit any form of award notice to OJEU following the setting up of the DPS, or when new suppliers are added to the DPS. There is however, a requirement to publish contract award notices (which must be sent to the Publications Office within 30 days of award) for specific contracts awarded under the DPS. However, authorities can choose to group DPS contract award notices on a quarterly basis, which must be sent within 30 days (after) the end of each quarter. Officers should also abide by the requirements for publication on Contracts Finder about contracts awarded.

5.5 Members will note from the body of the report that it is officers intention to report back periodically to Cabinet advising them of the individual contracts awarded to providers using the delegated powers and to inform as to any new providers admitted onto the DPS.

6.0 Diversity Implications

6.1 An Equalities Impact Assessment was included within the Cabinet Approval to Procure report and is attached as an Appendix. Whilst the DPS offers more inclusive and responsive tendering bidders will still have to demonstrate that they are the best candidates to be awarded individual care and support contracts through participation in a mini-competition. As such there are negligible, if any equality impacts, positive or negative, from establishing the NAIL programme DPS.

8.0 Background Papers

8.1 None

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Appendix 1 – Not for Publication

This part of this report is not for publication as it contains the following category of exempt information as specified in Paragraph 3, 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)"

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Appendix 2 – Bidder questions and scores

Lot 1

PQQ QUESTION WEIGHTING = 100%		BIDDER REFERENCE AND SCORES								
Question	**Weighting**	**A1**	**A4**	**A6**	**A7**	**A10**	**A13**	**A14**	**A15**	**A16**
From your experience, please provide three key examples of how you have delivered one or more of the following Social Value benefits: Sustainable improvements, Waste and carbon reduction, Increased use of Small and Medium Enterprises, particularly within Brent, Adoption of ethical practices such as Safety and Hygiene, Working Hours and payment of the London Living Wage.	5.0%	3.8%	3.8%	5.0%	3.8%	1.3%	0.0%	2.5%	1.3%	2.5%
Detail your experience of developing building for vulnerable adults and give at least two examples of how their needs have influenced your design or refurbishment work, describing how you identified the needs of the end user group in the process.	10.0%	5.0%	5.8%	5.0%	3.3%	5.0%	0.8%	5.0%	3.3%	5.0%
In the last five years please detail the number of developments your organisation has started for vulnerable adults and how many of these have been delivered on time, and what were the reasons for any delays? How have you managed the prospective tenant's expectations given delays?	15.0%	10.0%	6.3%	6.3%	7.5%	7.5%	0.0%	3.8%	7.5%	10.0%

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Please detail the number of Accidents or serious injury on your developments over the last five years.	9.0%	6.0%	2.3%	5.3%	5.3%	5.3%	1.5%	3.0%	6.0%	8.3%
Describe how you approach housing management for a vulnerable tenant group and what you see as the major differences in the service between this group and housing management in 'general needs' accommodation?	9.0%	5.3%	4.5%	6.0%	5.3%	3.8%	0.0%	3.8%	5.3%	4.5%
Detail how you explain and engage vulnerable tenants in understanding their tenancy rights and responsibilities at the sign up stage of a tenancy	9.0%	6.8%	6.0%	6.8%	3.0%	5.3%	0.0%	5.3%	0.0%	6.0%
Vulnerable adults often struggle with the process of signing up for independent housing, explain the practical steps your organisation has taken to ensure prospective tenants are encouraged and supported to take up the tenancy?	15.0%	7.5%	7.5%	12.5%	5.0%	6.3%	0.0%	10.0%	11.3%	10.0%
Identify your organisation's experience in providing care and support to vulnerable adults and what groups within this, you consider to be your area of expertise and why?	9.0%	6.8%	6.0%	6.0%	6.8%	4.5%	0.8%	6.0%	4.5%	6.8%
Detail the basic selection criteria your organisation use when identifying new staff to work with vulnerable adults and how you assess this? and Detail the number of staff you have dismissed or terminated their contract under your	10.0%	5.0%	5.0%	6.7%	6.7%	5.8%	0.0%	6.7%	4.2%	3.3%

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Capability, Probation and Disciplinary processes in the last two years?										
How does your organisation support tenants in maintaining their autonomy, and give them choices in how their live and use the support and care on offer?	9.0%	7.5%	6.0%	6.0%	4.5%	6.0%	0.0%	5.3%	4.5%	6.8%
	Total	63.5%	53.1%	65.4%	51.0%	50.6%	3.1%	51.2%	47.8%	63.1%

Lot 2

PQQ QUESTION WEIGHTING 100%		BIDDER REFERENCE AND SCORES	
Question	**Weighting**	**A4**	**A7**
From your experience, please provide three key examples of how you have delivered one or more of the following Social Value benefits: Sustainable improvements, Waste and carbon reduction, Increased use of Small and Medium Enterprises, particularly within Brent, Adoption of ethical practices such as Safety and Hygiene, Working Hours and payment of the London Living Wage.	5.0%	3.8%	3.8%
Detail your experience of developing building for vulnerable adults and give at least two examples of how their needs have influenced your design or refurbishment work, describing how you identified the needs of the end user group in the process.	14.0%	10.5%	7.0%
In the last five years please detail the number of developments your organisation has started for vulnerable adults and how many of these have been delivered on time, and what were the reasons for any delays? How have you managed the prospective tenant's expectations given delays?	17.0%	8.5%	12.8%
Please detail the number of Accidents or serious injury on your develops over the last five years.	13.0%	6.5%	6.5%
Describe how you approach housing management for a vulnerable	17.0%	12.8%	12.8%

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tenant group and what you see as the major differences in the service between this group and housing management in 'general needs' accommodation?			
Detail how you explain and engage vulnerable tenants in understanding their tenancy rights and responsibilities at the sign up stage of a tenancy	17.0%	12.8%	10.6%
Vulnerable adults often struggle with the process of signing up for independent housing, explain the practical steps your organisation has taken to ensure prospective tenants are encouraged and supported to take up the tenancy?	17.0%	10.6%	10.6%
	Total	65.4%	64.0%

Lot 3

PQQ QUESTION WEIGHTING 100%		BIDDER REFERENCE AND SCORES
Question	**Weighting**	**A4**
From your experience, please provide three key examples of how you have delivered one or more of the following Social Value benefits: Sustainable improvements, Waste and carbon reduction, Increased use of Small and Medium Enterprises, particularly within Brent, Adoption of ethical practices such as Safety and Hygiene, Working Hours and payment of the London Living Wage.	5.0%	3.8%
Detail your experience of developing building for vulnerable adults and give at least two examples of how their needs have influenced your design or refurbishment work, describing how you identified the needs of the end user group in the process	32.0%	24.0%
In the last five years please detail the number of developments your organisation has started for vulnerable adults and how many of these have been delivered on time, and what were the	31.0%	19.4%

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reasons for any delays?		
Please detail the number of Accidents or serious injury on your develops over the last five years.	32.0%	16.0%
	Total	63.1%

Lot 4A

PQQ QUESTION WEIGHTING 100%		BIDDER REFERENCE AND SCORES			
Question	**Weighting**	**A6**	**A4**	**A12**	**A1**
Social Value: From your experience, please provide three key examples of how you have delivered one or more of the following Social Value benefits: Sustainable improvements, Waste and carbon reduction. Increased use of Small and Medium Enterprises, particularly within Brent. Adoption of ethical practices such as Safety and Hygiene, Working Hours and payment of the London Living Wage.	5.0%	5.0%	3.8%	5.0%	0.0%
Describe how you approach housing management for a vulnerable tenant group and what you see as the major differences in the service between this group and housing management in 'general needs' accommodation?	25.0%	21.0%	14.0%	21.0%	0.0%
Detail how you explain and engage vulnerable tenants in understanding their tenancy rights and responsibilities at the sign up stage of a tenancy?	15.0%	23.6%	23.6%	16.9%	0.0%
Vulnerable adults often struggle with the process of signing up for independent housing, explain the practical steps your organisation takes to ensure prospective tenants are encouraged and supported to take up a tenancy?	10.0%	35.0%	20.0%	25.0%	0.0%
	Total	84.6%	61.4%	67.9%	0.0%

Lot 4B

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PQQ QUESTION WEIGHTING	100%	BIDDER REFERENCE AND SCORES											
Question	**Weighting**	**A2**	**A4**	**A5**	**A6**	**A7**	**A8**	**A9**	**A11**	**A12**	**A14**	**A16**	**A17**
From your experience, please provide three key examples of how you have delivered one or more of the following Social Value benefits: Sustainable improvements, Waste and carbon reduction, Increased use of Small and Medium Enterprises, particularly within Brent, Adoption of ethical practices such as Safety and Hygiene, Working Hours and payment of the London Living Wage.	5.0%	5.0%	3.8%	2.5%	5.0%	3.8%	3.8%	3.8%	1.3%	5.0%	2.5%	2.5%	3.8%
Identify your organisation's experience in providing care and support to vulnerable adults and what groups within this, you consider to be your area of expertise and why?	25.0%	20.8%	18.8%	16.7%	16.7%	16.7%	16.7%	14.6%	8.3%	16.7%	12.5%	20.8%	20.8%
Detail the basic selection criteria your organisation use when identifying new staff to work with vulnerable adults and how you assess this? B. Detail the number of staff you have dismissed or terminated their contract under your Capability, Probation and Disciplinary processes in the last two years?	25.0%	18.8%	16.7%	12.5%	18.8%	14.6%	18.8%	10.4%	12.5%	18.8%	12.5%	12.5%	20.8%

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How does your organisation support tenants in maintaining their autonomy, and give them choices in how their live and use the support and care on offer?	25.0%	16.7%	18.8%	16.7%	16.7%	12.5%	18.8%	12.5%	10.4%	14.6%	14.6%	16.7%	18.8%
How does your organisation ensure that its staff have the necessary skills and experience to deliver the organisation's vision?	20.0%	15.0%	11.7%	13.3%	13.3%	13.3%	10.0%	10.0%	6.7%	15.0%	6.7%	13.3%	15.0%
	Total	76.3%	69.6%	61.7%	70.4%	60.8%	67.9%	51.3%	39.2%	70.0%	48.8%	65.8%	79.2%

Lot 5

PQQ QUESTION WEIGHTING 100%		BIDDER REFERENCE AND SCORES							
Question	**Weighting**	**A1**	**A2**	**A3**	**A4**	**A5**	**A6**	**A7**	**A8**
From your experience, please provide three key examples of how you have delivered one or more of the following Social Value benefits: Sustainable improvements, Waste and carbon reduction, Increased use of Small and Medium Enterprises, particularly within Brent, Adoption of ethical practices such as Safety and Hygiene, Working Hours and payment of the London Living Wage.	5.0%	3.8%	5.0%	3.8%	3.8%	2.5%	5.0%	3.8%	3.8%
Describe how your organisation ensures that the support service it provides is flexible and responsive to the needs of its users? Or takes into account the customers' needs or situation.	25.0%	12.5%	16.7%	14.6%	16.7%	14.6%	14.6%	12.5%	14.6%

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How does your organisation ensure that its staff have the necessary skills and expertise to deliver the required contractual outcomes?	15.0%	10.0%	11.3%	10.0%	10.0%	6.3%	8.8%	10.0%	8.8%
Please detail the percentage of front line support staff who have had the following training or support in the last two years? a. Mental Health Awareness b. Welfare Benefit's Training c. Drugs and Alcohol Awareness d. Safeguarding Awareness	10.0%	5.8%	8.3%	6.7%	5.0%	2.5%	5.0%	2.5%	7.5%
Give examples of the Quality Assurance processes your organisations employees, to ensure the service it delivers is it at the required standard, and how this feeds into organisational governance?	20.0%	8.3%	16.7%	13.3%	11.7%	10.0%	13.3%	6.7%	15.0%
How does your organisation ensure new contracts can deliver the promises of the tender submission, particularly when the service will be deliver predominately by staff TUPE into your organisation	25.0%	14.6%	18.8%	16.7%	16.7%	4.2%	14.6%	12.5%	16.7%
	Total	55.0%	76.7%	65.0%	63.8%	40.0%	61.3%	47.9%	66.3%

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

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2012

Equality Analysis

Guidance and Form

Corporate Diversity Team
London Borough of Brent

Brent Council Equality Analysis Form

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

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

<table>
<tr><td colspan="2">1. Roles and Responsibilities: please refer to stage 1 of the guidance</td></tr>
<tr><td>Directorate:

Adult Social Care

Service Area:

Commissioning and Quality</td><td>Person Responsible:

Name: Jo Walton

Title: Programme Delivery Officer, PMO

Contact No: 020 8937 6879

Signed:</td></tr>
<tr><td>Name of policy:

New Accommodation for Independent Living</td><td>Date analysis started: 16/10/2014

Completion date 14/11/2014

Review date:</td></tr>
<tr><td>Is the policy:

New ✓ Old □</td><td>Auditing Details:

Name: Sarah Kaiser

Title: Head of Equality

Date:

Contact No: 0208 937 4521

Signed: Sarah Kaiser</td></tr>
<tr><td>Signing Off Manager: responsible for review and monitoring

Name: Phil Porter

Title: Strategic Director, Adults

Date

Contact No: 020 8937 5937

Signed:</td><td>Decision Maker:

Name individual /group/meeting/ committee:

New Accommodation for Independent Living Project Board

Date:</td></tr>
</table>

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.

There are approximately 700 clients in residential care, and 400 in nursing care in Brent. Annual spend on residential and nursing care in Brent is currently £39.2m, or approximately 50% of the Adult Social Care (ASC) budget, and there are significant pressures on this budget, as projections included within our Market Position Statement (attached at Appendix C) suggest that the need for residential or nursing care accommodation in the borough may increase by as much as 31% by 2020. Providing care in people's homes is significantly cheaper than providing the same level of care in a residential or nursing care setting, and generally preferred by service users. However in many cases clients are forced to move into residential care facilities because their physical needs cannot be met in their own home, or because their families are unable to care for them at home and they cannot source suitable independent accommodation.

The New Accommodation for Independent Living (NAIL) project aims to deliver alternatives to residential and nursing care which will help to ease the pressure on ASC budgets, whilst ensuring that individuals' needs are met, and giving people more independence, choice and control. Accommodation Plus (Supported Living and Extra Care) gives people their own front door and allows us to build the support they need around this accommodation to support their independence.

The purpose of the project is to design and develop alternative 'accommodation plus' options, which incorporate:

- 'extra care' living (generally for older clients) and
- 'supported living' for younger people who require support from Adult Social Services due to a physical disability, learning difficulty or mental health condition.

The proposed 'accommodation plus' options will promote independence and provide choice in how and where clients live. Providing services in this way enables clients to live independently in the community, promoting well-being and alleviating social isolation. It also enables primary health, care and support services to come to the individual, rather than the individual being required to change their accommodation in order to receive services that can and should be available in the community. This will involve extensive work with Planning & Development and Providers with the aim of meeting people's needs better at home and using new models of care and support in the community.

Service users will live in their own home, with their own tenancy, and with access to on-site personal care such as help with washing, dressing and medication. The

level of support they receive will be tailored to their specific needs. For people with disabilities or illnesses that require nursing care on a frequent basis or closer monitoring than available in accommodation plus, a nursing home may continue to be a more appropriate option.

This Project is being delivered in two phases:

- **Phase one (completed)** - determined financial viability for the project, and aimed to understand current market intelligence. It included a review of the current client need to inform what would be delivered in phase 2.
- **Phase two** - will deliver a rolling programme of accommodation; 200 units by March 2017, and a further 150 units by March 2018.

The NAIL (Phase 2) project has four key workstreams:

- Delivering the accommodation – the development and delivery of at least 200 homes throughout the borough by March 2017, and a further 100-200 by March 2018.
- Commissioning the right models of care and support for the accommodation, ensuring it meets the needs of the population we support and that the care and support provided in the buildings enhances the focus on independence, choice, control and quality of life
- Identifying and matching individuals to the right accommodation at the right time, and facilitating moves into the Accommodation Plus provision.
- Delivering the operating model for the delivery of future Accommodation Plus developments beyond 2017.

Of the 66 potential sites identified in the NAIL Phase 1 project, some are owned by the council, while some are owned by the private sector or Registered Social Landlords. Brent is only likely to develop around 40 accommodation plus units through the NAIL project on its own land. A key element of the NAIL project will therefore be developing the market to facilitate the construction of the remaining units by registered providers and the private sector. One of the objectives of the NAIL project is to ensure that processes and partnerships are in place to ensure that ASC is involved from the start, enabling us to have more control over the design of sites and ensure that they are designed to better meet the needs of Brent residents.

It is intended that through the NAIL project, adult social care staff will be involved in the site specification of both Council and non-council owned sites from very early on in the process. It is also intended that certain principles will be applied as a "baseline" for sites, such as increased levels of communal space to foster social interaction, and high proportions of wheelchair accessible flats which will enable people to stay in their homes as their needs change.

In addition to using our stronger relationship with providers to influence the design of potential sites, the council will also be able to exert control through the planning process to ensure that the units delivered are of suitable design and tenure to support the needs of our communities. While it must be acknowledged that we will not have complete control over every element of the specification of new sites within the borough, it must also be acknowledged that the majority of service users will not need highly advanced environmental adaptations in order to live independently. In the vast majority of cases, it is the provision of a simple modern design that can be easily adapted, along with a bespoke package of integrated care that will enable an individual to live a full life in independent accommodation.

The provision of adult social care is specified on a case by case basis, with detailed assessments used to identify the bespoke package of care that is needed by an individual service user. Workstreams 2 and 3 will ensure that potential clients for the new properties will be matched to suitable accommodation, and that the right care is commissioned to suit individual needs. Closer relationships with housing providers will enable the council to identify potential clients well in advance of properties being completed, giving time for occupational therapy assessments to be carried out to identify specific physical adaptations that are needed by a particular client. In addition, this early identification of potential clients will enable more support to be provided over a longer period of time to address any concerns that service users may initially have, and allow them and their families time to develop skills and prepare for independent living.

Given that designs have not yet been drawn up for the units within scope of workstream 1 of the project, this EIA looks at the broader equalities implications of the project, and general requirements for units from an equalities perspective. As each site is designed, a short briefing note that describes the design of the site in relation to equalities considerations will be added to this report and considered by the NAIL project board.

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

National evidence suggests that this approach has the capacity to bring significant improvements to people's quality of life by moving away from a limited selection of traditional accommodation settings to a diverse range of accommodation settings which better support individual needs.

There is broad recognition that for some people residential/nursing care homes will continue to offer the best solution, and individual assessments will ensure that moves into "accommodation plus" units are only offered where appropriate. Conversely, there are significant numbers of people within restrictive residential care homes that could be better supported in more independent accommodation

and who have the potential to achieve greater personal independence.

At present, there are over 1000 clients currently in residential or nursing care homes. Clients who are identified as potentially being suitable for accommodation plus will be identified through individual assessment of their health and social care needs. As a result, the likelihood is that the vast majority of accommodation plus units will be filled from those living in residential care homes. Those currently living in nursing care homes are more likely to have needs which are best managed within a nursing setting, and are least likely to be able to benefit from independent accommodation, although they will be considered on an individual basis. As such, this EIA only considers equalities data relating to the 700 individuals living in residential care homes.

The table below shows the four main client categories under which ASC clients living in residential care homes may be receiving support, and the planned number of units that will be developed in the first tranche of developments until March 2017 for each of these categories of service user. The mix of units that will be developed after 2017 has not yet been agreed, and will be decided on the basis of the demographic of clients remaining in residential care at that time.

Client Group	Total clients in residential care	Planned number of units delivered by NAIL project by March 2017
Learning Disability 18-64	220	62
Mental Health	46	22
Older People's Services	407	93
Physical Disability 18-64	23	22
Grand Total	**696**	**200**

The number of units that will be developed for each client group is based on data analysis laid out within our market position statement (attached at appendix C). This in turn is generated through POPPI (Projecting Older People Population Information System) and PANSI (Projecting Adult Needs and Service Information System), which are used nationally to predict and plan future commissioning needs.

Age

The age distribution of service users is shown in the table below.

Age bracket	LD 18-64	Mental Health	Older People's Services (OPS)	PD 18-64	Grand Total
17-24	15				15
25-34	24	2		1	27
35-44	33	5		1	39
45-54	73	14		5	92
55-64	57	20	11	8	96
65-74	17	4	70	8	99
75-84	1	1	134		136
Over 85			192		192
Grand Total	220	46	407	23	696

62% of service users are over 65, and the size of this group is reflected in the high number of units that will be designated specifically for older people. It is also important to remember that the development of independent accommodation options may have the greatest positive impact on younger service users, who are likely to remain in their new homes for the longest period of time. It is intended that sites are designed with a particular group of service users in mind and are thus tailored to the needs of that group. In this way the aim is to meet the needs of each service user regardless of their age. In addition, all the properties that will be delivered by the project will be easily adaptable, and as such the intention is that as someone's needs change, their home can be adapted around them, allowing them to stay in their home as long as possible.

Given that the intention of the project is to provide a range of accommodation that is suitable for those with care needs, we envisage that NAIL will have a positive impact on age as a protected characteristic.

Disability

22 of the 200 units that will be delivered by March 2017 will be specifically adapted for those with a physical disability. Because of the highly specific nature of adaptations to these units, such as hoists, these will be specified once the service users have been identified and fitted out to meet their specific needs. An example of the specification sent to architects to help inform the design of Clement Close and Peel Road can be found at appendix A. Although these two sites will be allocated to service users with complex learning difficulties the service users likely to live there have substantial physical requirements as well, so this specification gives insight into the level of tailoring that ASC are hoping to achieve for service

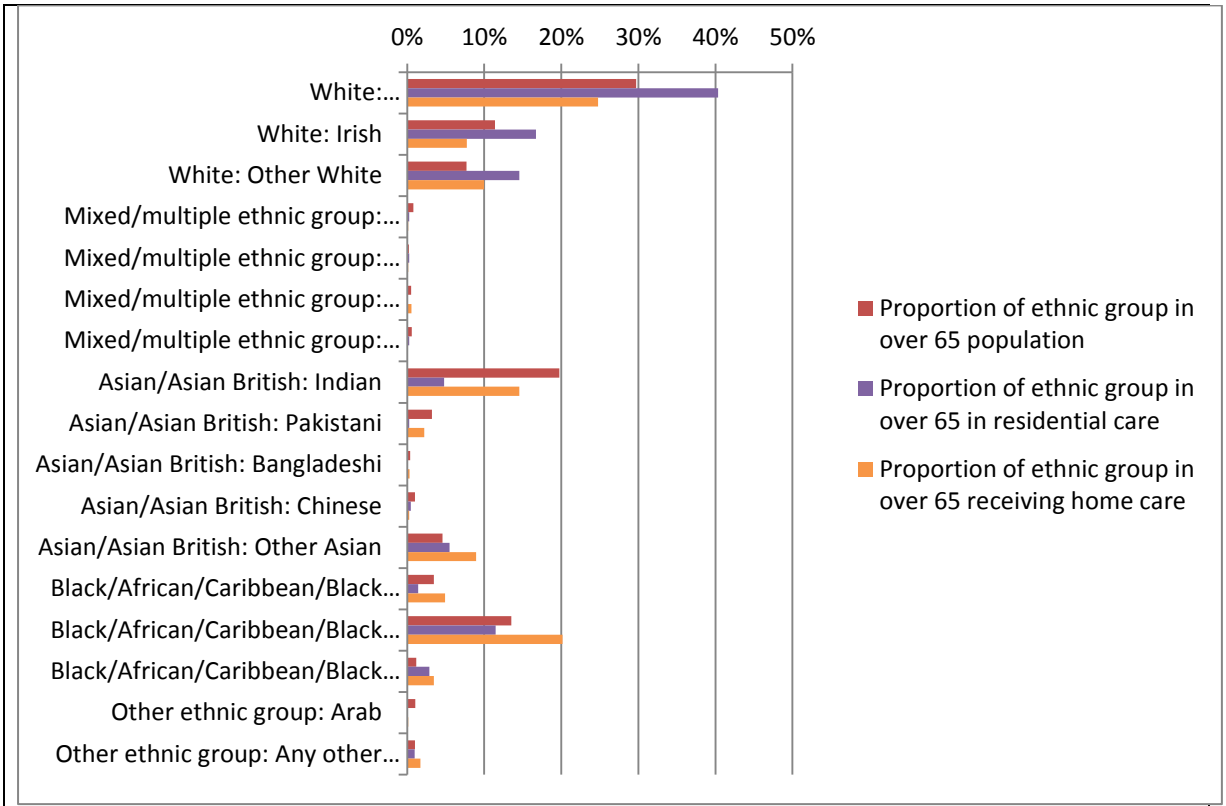
users with complex physical needs.

We recognise that although there may be only 23 services users currently in residential care within the Physical Disability category, that many more service users within LD, mental health and older people's services may also have physical impairments. As such it is intended that all units are built to lifetime homes as standard. This specification provides for wider corridors and doorways, and accessible controls such as light switches and plug sockets, and is easily adapted should the clients' needs change. While this would be the basic standard, many units will take this one step further and meet the "Happi" guidelines, or be "wheelchair accessible" homes, which are around 10% larger than lifetime homes, and are designed to be immediately habitable for someone in a wheelchair. It is our intention to use our relationship with providers, and our control of the planning process, to do everything we can to ensure that these standards are met on all sites.

These types of units are easily adapted to suit a service user's changing needs, and so we envisage that NAIL will have a positive impact on disability as protected characteristic.

Ethnicity

There are significant differences in ethnic profiles across different age brackets within the borough. As such the graph below compares the ethnicity profile of the 427 service users over 65 years old in residential care, with the same age bracket receiving home care, and the same age range in the borough profile.



The data shows that there is an over-representation of white groups, and an under representation of Asian groups in residential and nursing care when compared to the same age range in the borough profile. However, when we look at the ethnicity of those receiving care at home (which includes domiciliary care, direct payments, meals on wheels and carers payments), the distribution mirrors the ethnicity profile of the borough much more closely.The under-representation of Asian people in residential and nursing care is often attributed to the anecdotal notion that Asian communities have very strong family links, so the tendency is for families to look after older family members at home. The data seems to confirm this, as all ethnic groups are accessing support services for older people that are delivered in their homes, but where some ethnic groups readily move into residential care as their needs increase, others prefer to stay at home. Through developing the market, we will ensure that this project builds relationships with a variety of providers, including those who specialise in working with Asian groups such as Apna Ghar. In doing this, we should be able to gather improved insight into the reasons for this under-representation, and better understand how it could be addressed. It is also important to remember that a central aim of NAIL will be to try to meet people's needs in their home wherever possible, so if the preference of a certain group is to stay with their families and have increased levels of care provided at home, then this project will enable them to have care provided according to their wishes. As such, an uneven distribution of ethnic groups within residential care or accommodation plus should not necessarily be seen as a failure to provide accommodation options that are suitable to all groups.

The over-representation of white groups within residential care may be due to perceptions of residential care; for example, other ethnic groups may see traditional care home settings as unable to provide the social opportunities that they wish to have. The ability to live in independent accommodation with better access to community activities in accommodation plus environments rather than a restrictive care home setting with hopefully appeal to a broader representation of ethnic groups.

The preferences of different cultural and ethnic groups are recognised by adult social care, and were noted at the consultation for the plot 3 site at Park Royal (see section 5). Ensuring that sites are developed with flexible community space that can serve a variety of purposes will be considered during the design stage of each site, and should enable development to suit mixed communities by fulfilling the needs of people from a variety of ethnic groups.

In addition, attention will need to be paid to the cultural preferences of different groups in relation to the internal layout of accommodation plus units, such as a preference for a separated living room and kitchen. Every effort will be made to build a variety of layouts to ensure that clients can have as much choice as possible, however ultimately the priority will be on meeting people's health and social care needs, and ensuring the design can be easily tailored to meet changing needs, so we may not always be able to give clients choices over every element of accommodation plus homes. In addition, financial feasibility and physical site characteristics may not always make this practical.

Religion or Belief

There is likely to be crossover between the distribution of ethnic groups in residential care, and the distribution of religious groups. The Asian communities that are under-represented in residential care are more likely to be Hindu or Muslim, so we would expect to see lower numbers of those religions.

Unfortunately, due to the monitoring categories that are used in ASC, it is not possible to directly compare the distribution of faith groups with the borough profile. The table below shows the religion or belief of those currently living in residential care homes, and those accessing home care within the borough.

Religion / Belief	Number of service users in residential care	Proportion of service users in Residential care	Number of service users receiving home care	Proportion of service users receiving home care
ANGLICAN	0	0.0%	17	0.4%
BAPTIST	3	0.4%	50	1.2%
BUDDHIST	0	0.0%	13	0.3%
CATHOLIC	73	10.5%	280	6.5%
Christian	70	10.1%	425	9.9%

CHURCH ENGLAND	73	10.5%	267	6.2%
GREEK ORTHODOX	3	0.4%	20	0.5%
HINDU	39	5.6%	527	12.3%
JAINIST	1	0.1%	11	0.3%
JEHOVAH WITNESS	4	0.6%	34	0.8%
JEWISH	60	8.6%	160	3.7%
METHODIST	8	1.1%	43	1.0%
MUSLIM	17	2.4%	383	9.0%
NONE	17	2.4%	90	2.1%
OTHER	2	0.3%	35	0.8%
PENTECOSTAL	2	0.3%	42	1.0%
RASTAFARIAN	2	0.3%	10	0.2%
ROMAN CATHOLIC	80	11.5%	233	5.4%
SEVENTH-DAY ADVENTIST		0.0%	31	0.7%
SIKH	1	0.1%	20	0.5%
Unknown / Refused	241	34.6%	1588	37.1%
Grand Total	**696**		**4279**	

The data shows that while a broad range of religious groups currently live in residential care within the borough, Christian groups are over represented and the residential care population does not mirror the level of diversity we know is present in Brent.

As we saw with ethnicity, there appears to be a greater diversity of religious groups accessing home care, and this appears to more closely mirror the religious profile of the borough as a whole. As stated above, a core aim of NAIL is to provide alternatives to residential and nursing care, and to meet people's needs at home wherever possible. However, should someone need to move into accommodation plus, our aim is that all religious groups will feel equally able to do so. The 66 potential sites that were identified by the phase 1 project are spread throughout the borough as per the site map in appendix B, and demonstrate the potential for NAIL units to provide a good range of choices that will enable access to places of worship. However, the final selection of sites will be fewer, and since they will be developed by our partners, will be based largely on the financial feasibility of developing on each site. While we can do our best to influence the design of sites, we are unlikely to be able to influence their location, and we accept that not all sites will be close to a variety of places of worship. As such the project may potentially have a negative impact on this protected characteristic, however the priority must be to develop suitable and cost effective housing that meets people's health and social care needs first and foremost.

The inclusion of flexible communal spaces within all schemes will be designed to allow a variety of social activities, including enabling faith groups to come together, but also enabling activities that enable inter-faith interaction.

Gender

There are considerable gender differences across clients living in residential care within the different client groups, though much of this is explained by looking at the gender balance across different age brackets.

Gender	17-24	25-34	35-44	45-54	55-64	65-74	75-84	Over 85	Total
LD 18-64	**15**	**24**	**33**	**73**	**57**	**17**	**1**		**220**
Female	5	10	13	25	28	6	1		88
Male	10	14	20	48	29	11			132
Mental Health		**2**	**5**	**14**	**20**	**4**	**1**		**45**
Female			3	3	3		1		10
Male		2	2	10	17	4			35
OPS					**11**	**70**	**134**	**192**	**406**
Female					4	36	76	141	257
Male					7	34	58	50	149
PD 18-64		**1**	**1**	**5**	**8**	**8**			**23**
Female				2	1				3
Male		1	1	3	7	8			20
Grand Total	**15**	**27**	**39**	**91**	**96**	**99**	**136**	**191**	**694**

It is to be expected that higher numbers of women live in older people's residential and nursing care, as women have longer life expectancy than men, are more likely to outlive their partners and to move into residential care in later years if they are unable to cope living on their own.

Elderly men and women are unlikely to have different needs in terms of physical layout of accommodation plus homes; both groups are likely to be frail, and equally likely to develop mobility problems that may necessitate a wheelchair in later years.

The data also highlights that there are higher numbers of men in LD, MH and PD residential care. This may be due to the increased likelihood that males develop a disability as a result of more manual professions, however census data contradicts this as the number of individuals who consider themselves disabled is equal across the genders. These groups are quite small, so aren't statistically significant, but it is important to recognise that there are likely to be more men in accommodation plus schemes.

Men and women, especially older men and women, may have different needs in terms of support, in particular domiciliary support, given the different skill sets they may have developed over the course of their lives. The purpose of NAIL is to

provide tailored support to every individual in their own home and based on their needs, as such if men and women do have different needs, this will be picked up in their assessment and reflected in their package of care, however any differences in the package of care provided to an individual will be based upon their needs and not their gender.

We recognise that regardless of their gender, all clients moving to accommodation plus schemes will be vulnerable, and as such it will be important that both their home, and the public realm around it makes them feel safe and secure, with adequate security and lighting. As such all schemes will be “secure by design” certified, and we will encourage partner developers to consider security in detail when designing schemes.

Gender Reassignment

At present information on this protected characteristic is not collected, so it is not possible to draw any conclusions as to potential impact on this protected group.

Sexual Orientation

At present information on this protected characteristic is not collected, so it is not possible to draw any conclusions as to potential impact on this protected group.

Marriage and Civil Partnership

At present information on this protected characteristic is not collected, however the project will potentially have a positive impact on this. At present, couples who are married or are in a civil partnership may be unable to live in the same location due to conflicting health and social care needs. The variety and flexibility of the units that will be delivered by NAIL have the potential to enable couples with differing needs to live with or near to one another.

Pregnancy and Maternity

At present there is no information on this protected characteristic.

The intention is to build a mix of one and two bed units to cater for all needs. This has already been designed into the site at Vivien Avenue (Willow House), which has 38 one bedroom properties and 2 two bedroom units. A similar mix will be the aim on other sites where appropriate, and as such service users with children could be allocated a two bedroom property to accommodate their family.

It is not yet known what types of tenancy will be offered to service users living in accommodation plus (assured, assured shorthold etc.). While the hope would be

that service users can remain in their home with physical adaptations and tailored support, there may be circumstances, such as pregnancy, when a service user's needs change so significantly that they need to move to another property. The project team will need to ensure that this is taken into account when making decisions about tenure in the new accommodation.

Summary

The core purpose of adult social care is to prevent deterioration of physical and mental health, to promote independence and social inclusion, and to improve opportunities and life chances by provision of person-centred and needs-based support. The ability to live independently whilst receiving this tailored support has been shown to enable people to achieve better outcomes, and is what service users have told us that they want. The NAIL project will enable the Council to support the development of the types of accommodation that is needed, and to get involved earlier in the process so that we have adequate time to address any concerns our service users may have, and to build the skills they need to prepare for independent living.

The detailed needs assessments that are central to adult social care will be used to match service users to the appropriate accommodation. These assessments are based upon need, and not on whether someone exhibits any of the protected characteristics, and as such are fair and transparent.

The NAIL project is key to ensuring that the council can continue to provide the necessary support to individuals by enabling us to make budget savings, whilst continuing to address individual needs appropriately, and improving flexibility and independence. Whilst there may be a change in the way services are provided, they will continue to be provided according to individual need, and every attempt will be made to ensure all the needs of every individual are met.

Please give details of the evidence you have used:

Data has been included in this report from the following sources;

ASC data on diversity and equality from Framework-I

Brent census data from the "Brent data" websiteFeedback from service users involved in the LD Partnership, BHeard advocacy project, and the families of service users affected by the potential de-registration of care homes in the borough.

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;

Every single service user has an individual needs led assessment which includes social care eligibility and takes into account all the issues around the protected groups. A support plan will be put into place which will meet the needs of people with all the protected characteristics appropriately.

The accommodation plus setting will provide service users with the choice of how and where to live, in an environment which is fit for purpose, yet at the same time promoting independence. Appropriate care packages will still be in place, as they are currently, to meet the needs of the individual.

For those whose needs demand it, traditional residential settings will remain an option.

(b) Advance equality of opportunity;

Brent has produced its first Market Position Statement (MPS) which aims to signal our intention to share better, more transparent information with the market; for the benefit of both current and potential providers of Accommodation Based Care and Support Services (ABCSS). It will support better relationships between Commissioners and service providers, acting as a foundation for better engagement and partnership working resulting in a full range of services that fully meet the needs of people as close to home as possible and to promote real choice for local people.

The following four principles guide our thinking around how we develop models of ABCSS going forward:

- **Principle 1**: Wherever possible we meet people's needs at home or as close to home as possible and we will build local capacity in the marketplace to achieve this
- **Principle 2:** We recognise that the needs of individuals may change over time, and we work with individuals receiving care and support to review the services they receive in line with these changes; which may mean a change in service provision to better meet their needs
- **Principle 3:** We work proactively with the market to ensure that services are always of an excellent quality and value for money is always achieved.

- **Principle 4:** For local people, who genuinely need residential or nursing care, we actively review and monitor the quality of these services, to ensure they are safe, personalised, and deliver excellent quality and good outcomes for individuals.

The Brent Health and Wellbeing Strategy 2012-2015 stipulates that people will need to take on much greater personal responsibility for their own wellbeing, making the right choices when these are open to them. At the same time, recognising those people who are vulnerable or at risk, so that we can focus on keeping people safe, offering prevention and early help for them.

Packages of social care are based upon an individual's social care needs, irrespective of what protected groups they may or may not be part of. In doing this, services users are provided tailored support to enable them to live more independently and thus improve their equality of opportunity.

(c) Foster good relations

No changes to the level of the service are proposed, other than opportunities identified during phase one to improve both the quality of service delivery and the commitment by Brent to support local residents to stay at home for as long as possible or as close to home for as long as possible with excellent quality, personalised care and support.

It must be noted that Adult Social Care play an important role in ensuring that older people; people with learning disabilities, physical disabilities or mental ill health access the right support within the community. Also in doing so, Adult Social Care support social inclusion for these groups within the wider community in Brent.

In addition, it is the intention of the NAIL project to provide suitable, flexible communal space within schemes whenever possible that can be used for a variety of purposes, enabling different groups to participate in activities with one another.

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

1) **Consultation with LD service users on Accommodation Plus / Market Development Strategy**

Who did you engage with?
Service users and carers.

What methods did you use?
Adult social care commission an advocacy project, BHeard, which is aimed specifically at ensuring that service users have a voice and can get involved in shaping ASC services. Members of the advocacy project held sessions in day centres and other venues with ASC service users to get feedback on the accommodation plus model, and to help inform our market development strategy. In addition, service users and their carers sit alongside staff on the LD Partnership Board, which is part of continual engagement

What did you find out?
The feedback from the BHeard advocacy project has been overwhelmingly positive – LD service users have been very clear that they want to have more choice, and to be given more opportunities for independent living.

How have you used the information gathered?
This feedback has helped inform our market development strategy, and service users from this group helped co-facilitate a provider workshop on this topic, at which they presented the service user feedback to ensure that providers as well as commissioners know what they want.

How has if affected your policy?
It has confirmed that we should continue the policy, and that the accommodation plus model is not only more cost effective for the council, but also what service users want.

2) **Consultation with service users on the potential extra care site at Plot 3, Park Royal**

Who did you engage with?
Service users and their families

What methods did you use?
A face to face meeting was held to provide information and gain feedback on the proposals. 8 Service users and their representatives attended.

What did you find out?

Service users were positive about the initial proposals.

A summary of the feedback is as follows;

- The site has great bus links, but the local train stations are not very accessible for those with mobility problems,
- They didn't feel that a combined total of 300 units across the three plots was too large, and recognised that being larger would enable more services to be provided and provide greater opportunities for a variety of activities – but would like to see the community facilities available to all sites and not segregated.
- The proximity to the hospital was positive in case of emergency and makes regular trips easier
- Feeling secure is important, so good lighting and door entry systems will be vital
- The sites should be well linked to the shops / plot on Acton lane – which ideally should be sheltered from the rain.
- There are no hotels locally, so adequate guest facilities should be provided to enable relatives / friends to visit.
- There is a lack of green space in the surrounding area so it would be good to include some of this in the design.

How have you used the information gathered?
The information gathered at the Park Royal plot 3 consultation has helped to decide whether Brent should be supporting the site, and to inform the requirements which ASC can push to achieve through planning. The more general feedback may also be used to inform other sites as well.

3) Consultation on the potential de-registration of some residential care facilities

Who did you engage with?
Ten service users and their families living at three residential care homes (Kinch Grove, Beechwood Gardens, and Manor Drive).

What methods did you use?
Engagement has been undertaken at public meetings, one on one, and in correspondence with families and representatives.

What did you find out?
Almost all of the clients / families were positive about the proposed changes; however a limited number of families were concerned about changes to staffing, and distress caused by the inevitable uncertainty that surrounds a change such as this.

How have you used the information gathered?
The feedback has highlighted the need to manage the ambiguity around these changes, ensuring that families are well-informed throughout the process. This element of the project has been written into the job description of NAIL Project Manager. This experience has provided useful insight into the concerns of service user's families, and ways that we can improve our approach to the de-registration of care homes, in particular for LD service users who may be more fearful of change. This is within scope of the NAIL project, as some units will be contributed through conversion of existing residential schemes.

4) Future Consultation

At the time of writing, two council-owned sites are at the stage of having detailed specifications sent off to architects to provide potential designs; Clement Close and Peel Road. The specification for these has been drawn up in partnership with ASC staff, and it has already been agreed that these will be designed with learning disabilities and complex needs clients in mind. A copy of the specification sent to architects to help inform the design of these sites can be found at appendix A, and gives insight into the level of tailoring that ASC are hoping to achieve for service users with complex disabilities.

Once these, and future sites are close to completion, lists of potential residents will be drawn up and consultation will be carried out with potential residents and their families / carers on a one to one basis. The focus of this project is to increase the amount of choice and control that service users can exercise in relation to their accommodation and care arrangements, and as such their feedback will be central to this process. This one-to-one consultation will also ensure that we fully understand the concerns and needs of service users and their families, and that we can ensure that appropriate care and support is put in place for them.

In addition, it is intended that consultation events will be held to discuss the design of specific sites where appropriate; this will be determined by the size of the site, the client group, and other factors.

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.
We anticipate a positive impact in relation to most service users across all protected groups, as the opportunity to live independently with the right support and care is a preferable long term outcome than living in institutionalised and restrictive care settings. The levels and type of service provision will remain as at present, but will be improved by giving service users more choice and independence to decide how and where they live. It is recognised that for many service users across all different groups, relocation may cause emotional distress and orientation issues in their new surroundings. To mitigate this, it will be necessary to offer a 'resettlement package' to ensure that appropriate support and assistance are in place, both during and after the move. For those with a physical disability, the transition from a residential care setting to a semi independent setting will require practical support to help them settle in their new surroundings. As the project will move a significant number of service users throughout the borough, there is potential for a negative impact on faith / belief. While we hope that the varied distribution of potential sites mitigates this risk, the benefits of the project, and the financial pressure on adult social care budgets mean that we must pursue the most suitable and viable sites and may not be able to take into account the relative location of places of worship. Should we identify a negative impact as

the project progresses, we could consult with the Brent Multi-Faith forum to ascertain whether we can engage faith groups to provided added community support.
Please give details of the evidence you have used:

7. Analysis summary
Please tick boxes to summarise the findings of your analysis.

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

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.

Overall, this analysis has found that the proposals will be beneficial for all service users. The analysis has only identified a minor negative impact in relation to religion or belief as sites cannot be guaranteed to be close to places of worship.
While we hope that the varied distribution of potential sites mitigates this risk, the benefits of the project, and the financial pressure on adult social care budgets mean that we must pursue the most suitable and viable sites and may not be able to take into account the relative location of places of worship.

This aside, the project has the potential to have a significant positive impact on all service users, regardless of what protected characteristics they exhibit, by enabling them to have choice and control over their lives, and ensuring that tailored support is provided to them to improve their equality of opportunity and the overall quality of their lives.

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.

It is intended that a short report is added to this EIA to take account of equalities considerations as and when each site is at the design stage. These documents will be considered by the NAIL project board.

A retrospective EIA will be carried out at project closure.

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
Short briefing note covering equalities issues on each site to be considered by the NAIL project board as designs become available		Shamym Humdani	Ensure that the unit mix we deliver throughout the life of the project meets the needs of our client groups		
Consider (where appropriate) the inclusion of rooms that can be used for faith activities in larger sites		NAIL Project Manager			

Please forward to the Corporate Diversity Team for auditing.

CLEMENT CLOSE AND PEEL ROAD – initial brief from ASC

Overview requirements for the accommodation

This new accommodation has been identified for the provision of long-term assured tenancies for clients of our learning disabilities service. The priority will be to support people with severe and profound learning disabilities and multiple disabilities, including autism, sensory loss, and challenging behaviours. Many of these people will come to the new accommodation from residential care homes, secure hospitals, or from their family home when they have completed their education. We see the accommodation as supported living with very high care and support levels.

The tenants are expected to have high care, support and communication needs throughout the day, evening and night. Many will have significant mobility issues. We anticipate that some tenants will need the assistance of two care staff either due to their physical needs (especially around personal care and bedroom routines) or due to challenging/violent behaviours.

Due to the range of physical, cognitive and sensory impairments of the tenants, the layout of the building should be straightforward and simple, to allow people to get around as independently as possible.

We would ask that the architect considers the option for making the living units small to support the sense of living ‘at home’ rather than ‘in a (care) home’, e.g. 2 inter-connected blocks of 6 flats on each site rather than one block of 12 flats. The blocks would be connected together, allowing staff and tenants to move easily between the two. There would be easy access to an enclosed garden space, perhaps accessed through communal space in the inter-connected area.

The buildings must take account of the principles of Lifetime Homes Standards and Lifetime Mobility Standards. There will be a need to take account of design ideas for people with dementia, sight loss, physical disabilities, and autism. Many of the good practice principles overlap. When they are in conflict, then the focus should be on autism and physical disabilities.

Some of the tenants will challenge both staff and the fabric of the building, so the build must be robust to account for this, e.g. challenging behaviours like banging own head against walls, throwing objects at walls, repetitive slamming of doors, wheelchairs scraping skirting boards & doorways.

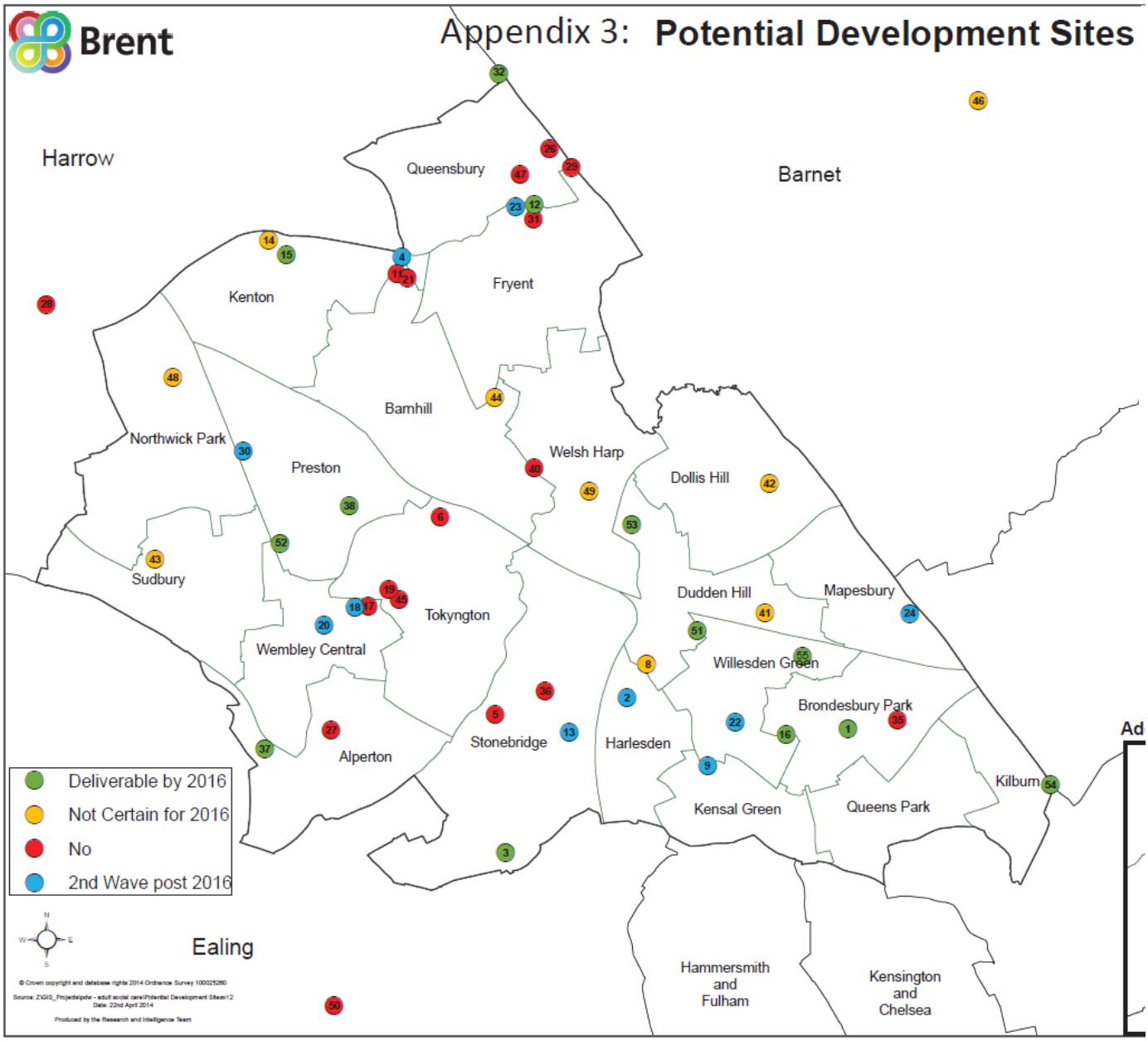
1. What do we know about the types of people who we think would move into Clement Close and Peel Road?	
a. What level of physical disabilities do we expect?	High levels, some wheelchair uses, some electric wheelchair uses, some people with limited mobility e.g. holding onto a carer, shuffling walks, wobbly walks.
b. What level of independence are we anticipating?	We are expecting people to see care staff often through the day; personal care in bathrooms & bedrooms; for activities and meal preparation. The goal is to allow people with significant disabilities to be as independent as they can be but realistically they will have high needs.
c. What client group?	Learning Disabilities with associated issues, including autism, mental health, anger issues, challenging behaviours. Some people will have destructive behaviours, so the build needs to be robust.
d. Will there be a need for a lift to the first floor?	Yes, aim is this will be a home for life and the tenants' physical abilities may deteriorate over time; will allow all the flats to be available to prospective tenants with wide range of mobility needs, not just those on the ground floor.
2. Number of bedrooms?	
a. Will everyone need a one-bed flat?	Yes, but this could be more a studio / open plan design if this gives greater flexibility for living arrangements.
b. How many two-bed flats?	None
c. Any extra large flats for specific needs?	As people have different needs, could the one-bed design include a movable partition wall between the bedroom and living area or similar? This will give people the choice to have a one-bedroom flat or an open plan studio style flat. This will better accommodate people with large pieces of equipment (e.g. hoists) or are uncomfortable with small spaces (e.g. claustrophobia, repetitive pacing up and down).
d. What storage will be required?	Good sized space for normal household storage plus equipment needs (a decent storage cupboard that could take at least an electric wheelchair)
e. Bathroom	Create as an en-suite, must meet all disability needs; all wetrooms; need to have room for e.g. a hoist, carer and large shower chair, room for carer

	to move around to assist in personal care. Need ability for ceiling hoists to be retro-installed.
3. Level of independence expected of tenants?	
a. Will tenants pay their own bills, so will they need to have separate boilers for each flat, or just one communal one?	Will have their own tenancies but would be happy for a communal boiler as part of the service charge, as staff/family are likely to manage the tenants' finances.
b. Will tenants be cooking in their flats, with gas or electric?	Yes sometimes, usually cooking by staff or supervised by staff.
i. Will they need gas cut off switches?	Yes, external to the flat.
ii. Gas boilers in flats?	Each flat needs to be able to have full control of radiators and hot water; does not matter how this is achieved. Will need to be able to turn off hot water in individual flats to protect individuals from deliberate/accidental scalding; will need to be able to turn off hot and cold water in individual flats to prevent individuals from accidental/deliberate attempts to flood their flats.
4. Communal space requirements?	
a. Should there be a communal area, a lounge, kitchen, or something else?	Yes. To create a sense of community, and have an area for activities. Could this be part of the linking between the two blocks of flats and/or connecting to the outdoor space? Do not want a 'conservatory'; needs to have better temperature regulation so can be used comfortably throughout the year.
i. What size would be required?	Need to be able to accommodate all tenants, staff, and a few guests in this space. e.g. birthdays, Christmas, Sunday lunch, summer bbq's would be how we would create the community feel and development of friendships for people who are usually very isolated.
b. Will there be a need for toilet facilities in this area?	Yes with full disabled access.
c. What storage will be required?	A large storage room, e.g. storing of equipment for activities, shared games, overflow from individual flats (e.g. tenants may receive a month's supply of

	inco-pads at a time)
d. Electric scooter charging spaces?	Yes, for 1/3 of the total flats. This will also ensure that the flats can be re-commissioned for client group 'physical disabilities' at a later time.
e. Will an assisted bathing / care suite be required?	No. wetrooms in each flat will replace this.
i. Need for communal showers, sluice?	No.
5. Staff requirements?	
a. Will there be low or high need for support and care staff in the building?	People will have high needs with severe/profound impairments including sensory needs and challenging behaviours (currently living in residential care), so expect staff to be on site 24/7.
b. Will they require an office space?	Yes, with full internet access
c. What storage will be required?	Yes for files, equipment used by multiple tenants
d. Where will meetings be held, when the client's flat is not appropriate?	Office space or communal areas.
e. Will there be overnight staff, with waking or sleep-in requirements?	Need to anticipate sleeping night requirements for up to 2 staff. Need small shower and changing facilities.
6. Outdoor space?	
a. What use will be made of the outdoor space?	A secure back garden so tenants can use this independently without the risk of accessing the street. Tenants will have need for a garden that allows them to access and work outside, e.g. sensory gardens, raised beds; paths that go somewhere, e.g. figure of 8 Great if the outdoor space can flow from the indoor space/s. Outdoor and communal areas will be the major spaces that people use with the support of staff.
b. Parking needs for tenants, guests, staff?	Need space for an accessible van or minibus to park up and allow wheelchair access safely away from the street; guessing 4 park spots if possible, but staff and guests may need to use street parking; no

	requirement for tenant parking.
c. Gardening spaces, quiet areas?	Yes, will be part of the tenants care and support plans to be outdoors; design needs to account for needs of people with both sensory loss and hypersensitivities.
d. How will the outdoor space be used?	The space will be well used by tenants, usually escorted by staff. Need it to be secure where people can be left to themselves without direct access to the street.
i. What outdoor storage space is required?	Yes, for garden games, equipment and tools.
7. Security needs?	
a. How will people get into the facility?	Staff will usually need to let people in e.g. linked to phones they carry; use of some electronic system, fob, keypad or something, possibly linked to assistive technology / telecare so some tenants can let in their own guests to their flat
i. Use of CCTV?	Don't think this is required
b. Will there be a warden-type role or just the care staff?	No, Just care staff
c. Will assistive technology be part of the design?	Yes. Lots of wireless and Bluetooth options around the building. Could be hard-wired in but with future-proofing and ability to add wireless connections. We want telecare / assistive technology to be part of the care and support solution for tenants, so want this functionality to be available from the outset.

Appendix B: Distribution of potential Accommodation Plus sites in Brent



Appendix C – Market Position Statement

Market Position Statement - 2014.pdf

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