



**Brent**

**SUMMONS TO ATTEND COUNCIL MEETING**

**Monday 9 July 2018 at 6.00 pm**

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

To the Mayor and Councillors of the London Borough of Brent and to each and every one of them.

I hereby summon you to attend the MEETING OF THE COUNCIL of this Borough.

CAROLYN DOWNS  
Chief Executive

Dated: Friday 29 June 2018

**For further information contact:** Thomas Cattermole, Head of Executive and Member Services Tel:020 8937 5446, email: [thomas.cattermole@brent.gov.uk](mailto:thomas.cattermole@brent.gov.uk)

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

**The press and public are welcome to attend this meeting**

**Please note this meeting will be filmed for live broadcast on the Council's website. By entering the meeting room you will be deemed to have consented to the possibility of being filmed and to the possible use of those images and sound recordings for webcasting.**

## **Notes for Members - Declarations of Interest:**

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

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

If the Personal Interest is also a Prejudicial Interest (i.e. it affects a financial position or relates to determining of any approval, consent, licence, permission, or registration) then (unless an exception at 14(2) of the Members Code applies), after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

### **\*Disclosable Pecuniary Interests:**

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

### **\*\*Personal Interests:**

The business relates to or affects:

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

or

A decision in relation to that business might reasonably be regarded as affecting, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the electoral ward affected by the decision, the well-being or financial position of:

- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who employs or has appointed any of these or in whom they have a beneficial interest in a class of securities exceeding the nominal value of £25,000, or any firm in which they are a partner, or any company of which they are a director
- any body of a type described in (a) above

# Agenda

## 1 Apologies for Absence

To receive any apologies for absence from Members of the Council.

## 2 Minutes of the Previous Meeting

1 - 12

To confirm as a correct record, the attached minutes of the Annual Council meetings held on Monday 14 May 2018.

## 3 Declarations of Interest

Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary or personal interests in the items on this agenda and to specify the item(s) to which they relate.

## 4 Result of countermanded election - Willesden Green Ward

13 - 14

To note the outcome of the countermanded election for Willesden Green ward held on Thursday 21 June 2018.

## 5 Mayor's Announcements (including any petitions received)

To receive any announcements from the Mayor.

## 6 Appointments to Committees and Outside Bodies along with the appointment of Chairs/Vice Chairs (if any)

To agree any appointments to Committees, Joint Committees, Forums, Panels and Outside Bodies (if any); and the appointments of Chairs/Vice Chairs (if any) in accordance with Standing Order 30(g).

## 7 Reports from the Leader and Cabinet

To receive reports from the Leader and Cabinet in accordance with Standing Order 31.

## 8 Deputations (if any)

To hear any deputations received from members of the public in accordance with Standing Order 32.

**9 Questions from Members of the Public & the Youth Parliament** 15 - 20

9.1 To receive questions submitted from members to Cabinet Members, in accordance with Standing Order 33.

One question has been received under this item, which has been attached along with the written response provided.

9.2 To receive questions submitted from members of the Youth Parliament to Cabinet Members, in accordance with Standing Order 33(d)

Two questions have been received under this item, which have been attached along with the written responses provided.

**10 Petitions (if any)**

For Members to refer to petitions received and debate any petition with more than 200 signatures, where notice has been provided in accordance with the Council's petition rules and Standing Order 66.

**11 Non Cabinet Members' Debate**

To enable non Cabinet Members to debate an issue of relevance to Brent for which notice has been provided in accordance with Standing Order 34 and to receive reports from Cabinet members on any issues previously raised.

**12 Questions from the Opposition and other Non-Cabinet Members** 21 - 24

For questions to be put to members of the Cabinet in accordance with Standing Order 35.

Details of the four questions received have been attached along with the written responses provided.

**13 Report from Chairs of Scrutiny Committees**

To receive reports from the Chairs of the Council's Scrutiny Committees in accordance with Standing Order 36. The reports have been attached as follows:

13.1 Resources & Public Realm Scrutiny Committee 25 – 30

13.2 Community and Wellbeing Scrutiny Committee 31 – 34

13.3 Housing Scrutiny Committee 35 – 40

**14 Report from the Vice-Chair of the Audit & Standards Advisory Committee 41 - 46**

To receive a report from the Vice-Chair of the Audit and Standards Advisory Committee in accordance with Standing Order 37.

**15 Local Government Boundary Review - Council Size Submission**

To receive a report from the Chief Executive setting out, for consideration and approval, the Council's proposed submission to the Local Government Boundary Commission for England (LGBCE) in relation to Council size as part of the London Borough of Brent's local government boundary review.

Please note this report has been marked as "To Follow" and will be circulated as a supplementary paper in advance of the meeting.

**16 Changes to the Constitution 47 - 68**

To receive a report from the Director of Legal and HR Services seeking approval to a number of changes to the Constitution.

**17 Representation of Political Groups on Committees 69 - 74**

To receive a report from the Director of Legal and HR Services reviewing the representation of political groups on the Council's Committee following the recent change in Council membership and political balance as a result of the countermanded election in the Willesden Green ward.

**18 2017-18 Outcome Based Reviews - Final Report 75 - 132**

To receive a report from the Director of Performance, Policy and Partnerships detailing the outcome of the second phase of Outcome Based Review (OBR) work which has been focussed on domestic abuse, gangs and young people at the edge of care.

**19 Motions 133 - 134**

To debate the motions submitted in accordance with Standing Order 41.

Members are asked to note that the motion submitted by the Labour Group will be circulated as a supplementary paper in advance of the meeting, in accordance with Standing Order 41(c).

**20 Urgent Business**

At the discretion of the Mayor to consider any urgent business, in accordance with Standing Order 30(r).



Please remember to switch 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.



## LONDON BOROUGH OF BRENT

Minutes of the ANNUAL MEETING OF THE COUNCIL  
held on Monday 14 May 2018 at 7.00 pm

### PRESENT:

**The Worshipful the Mayor**  
Councillor Bhagwanji Chohan

**The Deputy Mayor**  
Councillor Arshad Mahmood

### COUNCILLORS:

Abdi	Aden
Afzal	Agha
Ahmed	Allie
M Butt	S Butt
Chan	S Choudhary
A Choudry	Colwill
Conneely	Crane
Daly	Dar
Denselow	Dixon
Ethapemi	Ezeajughi
Farah	Gbajumo
Hassan	Hector
Hirani	Hylton
Johnson	Kabir
Kansagra	Kelcher
Kennelly	Knight
Lo	Long
Marquis	Mashari
Maurice	McLeish
McLennan	Murray
Mitchell Murray	Naheerathan
Nerva	M Patel
RS Patel	Patterson
Pavey	Perrin
Sangani	Shahzad
Krupa Sheth	Southwood
Stephens	Tatler
Thakkar	

## 1. Opening of the Meeting

Councillor Chohan (as Mayor) opened the meeting by welcoming everyone and inviting Carolyn Downs (as Chief Executive) to outline the programme for the evening.

Before moving on to the formal business on the agenda, the Mayor took the opportunity to welcome all newly elected and returning councillors following the local borough election held on 3 May 2018 and thanked the Chief Executive, in her role as Returning Officer, and her staff for their efforts in running the election.

He also wished those councillors who had retired or stood down at the election the Council's best wishes for the future.

The Mayor then moved on to report, with regret, the passing of a former councillor and Chair of the Willesden East Young Conservatives, Richard Hazlehurst, who had served Mapesbury ward from 1966 – 1971. On behalf of the Council, the Mayor also took the opportunity to pay tribute to Baroness Tessa Jowell, following her recent passing. The Mayor then advised that it was with much sadness he also had to report the recent passing of Councillor Lesley Jones MBE. He reminded members that Lesley had been a former Mayor and had served the Borough with distinction since having been elected in 1998. He advised she would be missed by the whole council.

As a mark of respect the Mayor asked all those present to stand in order to observe a minutes silence.

*A minutes silence was observed.*

As a number of Members had indicated they wished to formally pay tribute to Lesley Jones he then opened up the meeting to invite contributions.

Councillor Butt opened the tributes by highlighting the esteem in which Lesley had been held by all those who had known and worked with her as a friend, community leader and advocate. He pointed out that not only had she been a tremendous Mayor but she had also been a stalwart of Cabinet with an unrivalled sense of civic duty who had been a selfless, compassionate and when required fierce campaigner for good and worthy causes which he felt was the standard all councillors should aspire towards. She would be sorely missed by her family and also by colleagues across the Council and within the Labour Group.

The following Members also spoke in tribute:

- Councillor Janice Long – who highlighted Lesley's dedication as a ward councillor to the local residents she had represented and many campaigns she had fought in the Willesden area, especially in relation to planning matters.
- Councillor Parvez Ahmed – who highlighted the friendship, mentoring and support that had been provided by Lesley prior to him becoming Mayor and also the formidable work undertaken in representing the residents of Willesden and for which he felt she had been rightly honoured.

- Councillor Aslam Choudry – who expressed his gratitude for Lesley’s tremendous friendship over the years and highlighted how much she would be missed by her family and colleagues alike.
- Councillor Reg Colwill – who highlighted Lesley’s passion for Brent and, as an example of her legacy, the work she had undertaken with Mount Stewart School for which she would be fondly remembered.
- Councillor Sandra Kabir – who remembered the support Lesley had provided her as a mentor when joining the Council and also the passion she had displayed working to support young carers in Brent.
- Councillor Krupesh Hirani – who highlighted Lesley’s passion in campaigning on local issues and also the many years she had dedicated to teaching as a profession.
- Councillor Michael Maurice – who advised that he had known Lesley for over 10 years and had often sought and exchanged advice on a range of issues. He also highlighted her passionate yet caring and fair nature and advised she would be sorely missed.
- Councillor Kana Naheerathan – who remembered the support Lesley had also provided to him as Mayor.
- Councillor Joshua Murray – who felt it was important to recognise the inspiration Lesley had provided many young people across the borough having attended Youth Parliament meetings to provide advice and guidance and also in her role in the teaching profession.
- Councillor Ahmad Shahzad – concluded the tributes by highlighting Lesley’s friendship, advice and support and how much she would be missed not only by those local residents she had represented but also by her friends and colleagues on the Council.

The Mayor thanked everyone for their kind and touching tributes.

Before moving on to the formal agenda, the Mayor also took the opportunity to formally welcome the Nigerian High Commissioner to the meeting.

## 2. **Apologies for absence**

The Mayor advised that direct apologies for absence had been received from Councillors Colaccico, Gill and Ketan Sheth.

## 3. **To elect the Mayor of the Borough for the Municipal Year 2018/2019**

The Mayor asked Members for nominations to the Office of Mayor of the London of Borough of Brent for the Municipal Year 2018/2019.

Councillor Butt (Leader of the Council) proceeded to nominate Councillor Arshad Mahmood. In moving the nomination he started by thanking Councillor Mahmood for his worthy and dedicated service as Deputy Mayor over the past year and also towards civic life in general. He highlighted Councillor Mahmood’s commitment towards empowering and improving the lives of Brent residents and stated he had every confidence that he would continue to be a hardworking and excellent ambassador for Brent.

Councillor McLennan (Deputy Leader of the Council) seconded Councillor Butt's nomination for Councillor Mahmood to be appointed as new Mayor of Brent taking the opportunity to recognise his dedication and efforts as Deputy Mayor.

There were no other nominations and it was **RESOLVED** that Councillor Mahmood be elected Mayor of the London Borough of Brent for the 2018/2019 municipal year.

*Councillor Mahmood proceeded to sign the statutory Declaration of Acceptance of Office of Mayor and took over the chairmanship of the meeting from Councillor Chohan as outgoing Mayor.*

#### **4. To Appoint a Councillor of the Borough to be Deputy Mayor**

Councillor Mahmood as newly elected Mayor thanked Members for his nomination and appointment as Mayor. He then announced that he had appointed Councillor Ernest Ezeajughi as Deputy Mayor for the 2018/2019 municipal year.

*Councillor Ezeajughi and Mrs Ezeajughi then moved to take up their seats on the dias. The Mayor's robe and chain of office were then passed from Councillor Chohan to Councillor Mahmood and the Mayoress' badge from Mrs Chohan to Mrs Arshad. Councillor Chohan was presented with the past Mayor's badge and ribbon and Mrs Chohan was presented with the past Mayoress' badge.*

Councillor Mahmood, as newly elected Mayor then formally returned thanks for his appointment and to everyone for attending the ceremony, advising that it had been a huge honour and privilege to have been nominated and elected to serve as Mayor. He highlighted his origins in Pakistan with him coming to the UK aged 14 and since then being proud to call Dollis Hill and Brent his home. In terms of family, he thanked his wife Nighat for her support, along with his daughter, three sons and four grandchildren and advised that he was pleased to have been joined by so many relatives from both home and abroad.

The Mayor thanked all Members for their support and advised that he was looking forward to working with them over the next year and also took the opportunity to pay tribute to his predecessor Councillor Chohan for his hard work and way he had conducted himself so diligently and responsibly during his time as Mayor. He also acknowledged and thanked the former Mayoress, Mrs Chohan, for her excellent work and the support she had provided to Councillor Chohan as Mayor.

The Mayor then moved on to thank Councillor Ezeajughi for accepting the position as Deputy Mayor and advised that he was looking forward to working closely with him to continue delivering positive outcomes for local communities and stakeholders across Brent. The opportunity was also taken to thank the Chief Executive her management team and the Mayors Office for their ongoing support, with the Mayor advising that he would endeavour to continue the hard work of his predecessors and to capitalise on the strengths, attributes and talents of his colleagues in order to support the Council's ongoing vision and mission.

On this basis, the Mayor then announced that he would be supporting the following charities in his role during the forthcoming year and looked forward to Members support in his fundraising efforts which would assist some of the most vulnerable in society:

- SUFRA NW London – a local charity established to address both the causes and consequences of impoverishment in the local community; and
- The READ Foundation – a non-profit organisation working to create schools places for children affected by poverty;

Finally the Mayor outlined his intention to use the office of Mayor as a means of building on the success already achieved in uniting communities across a borough as diverse as Brent.

He concluded by looking forward to the hard work ahead with the belief that being able to utilise the passion, dedication and commitment of all those around him it would be possible to achieve excellent results for local communities across Brent.

## 5. **Vote of Thanks to the Outgoing Mayor**

The Mayor then invited Councillor McLennan to propose a vote of thanks for co-opted and other Members serving on the Council's Committees.

Councillor McLennan stated that the Annual Meeting of the Council was an opportunity to highlight the valued work of the Council's co-opted committee members, given the core role they played as critical friends in the Council's democratic process. She advised that their independence and objectivity were highly valued and concluded by thanking all of the co-opted Members for their work in supporting the success of the Council's Committees over the past year.

The Mayor then invited Councillor Butt to propose a vote of thanks to the outgoing Mayor, Councillor Chohan.

Councillor Butt began by thanking Councillor Chohan for his dedication to the Mayoralty during his time in office, highlighting his origins in Kenya before moving to the UK to set up a successful business. As a councillor in Alperton he outlined how the outgoing Mayor had always put his residents first, encouraging them to engage in civic life and community projects and had shown a deep commitment to his local community, volunteering for many organisations across both Brent and London. This had continued during his time as Mayor, with him attending many civic and ceremonial events and serving as an outstanding ambassador for the borough, promoting Brent across London and the world. In addition, Councillor Butt highlighted the outgoing Mayor's legacy in relation to his charity and fundraising efforts in support of the Asian Women's Resource Centre and the Akshaya Patra Foundation, both providing vital support for local communities across the Borough. As a result of the time and effort invested, he was pleased to announce that Councillor Chohan (supported by the Mayor's office) had raised over £30,000 during his year in office, for which he was congratulated by all members of the Council. The funds raised would improve the lives of many residents and he felt reflected the hard work and commitment that Councillor Chohan had invested as First Citizen of Brent. Councillor Butt ended by asking everyone assembled at the meeting to join him in offering their sincerest thanks to the work of Councillor Chohan as Mayor of Brent during the 2017/2018 municipal year.

The Mayor then invited Members to make additional contributions in thanking the outgoing Mayor.

Councillor Colwill (Leader of the Conservative Group) congratulated Councillor Mahmood on his election as the new Mayor and thanked Councillor Chohan for his year in office on behalf of the Conservative Group. He praised his chairmanship of Full Council meetings over the past year in terms of his friendly, open minded and fair approach and also took the opportunity to congratulate him for his wonderful fund raising efforts. He ended by extending his best wishes for the future to Councillor Chohan on the conclusion of his term of office.

The Mayor then invited Councillor Chohan to respond and review his year in office.

Councillor Chohan expressed his gratitude for having a final opportunity to review his year in office and started by placing on record his appreciation for all the support received from both Officers and Members during his Mayoral year. Specific thanks were given to Carolyn Downs as the Council's Chief Executive and Councillor Butt, as Leader of the Council, for the support they had provided along with the following key individuals who (along with the Chief Executive) the outgoing Mayor invited to come forward to receive a small token of his thanks:

- Peter Gadsdon
- Regina McDonald
- Thomas Cattermole
- Kim Gordon

He then thanked Councillor Mahmood for his support as Deputy Mayor and wished him well for his coming year as Mayor highlighting the commitment he knew he would bring to the role.

Looking back on his year in office, Councillor Chohan reflected on the numerous events he had attended giving him an opportunity to meet many inspiring, talented and generous individuals. He advised it had been a real honour with highlights including the announcement of Brent as the 2020 London Borough of Culture, Jack Petchey Awards and also attending the Parliamentarians of Indian Origin Conference in Delhi to represent Brent. The event had been attended by 35 MPs from across the world many of whom he was pleased to report had agreed to pursue further co-operation with Brent.

Councillor Chohan then moved on to reflect on his fundraising activities over the year in support of his two chosen charities – Asian Women's Resource Centre and Akshya Patra. He highlighted the fantastic work they carried out and was proud to confirm that the final amount he had raised in support of both organisations was £32,000. He thanked everyone who had been involved in his fundraising efforts over the year including the following members of his charity committee – Ajay Kukadia, Trupti Sangani, Babita Champaclal and Kanti Kukadia.

Concluding, the outgoing Mayor highlighted how much had had enjoyed his time in office and what a privilege it had been to represent the borough at so many events and welcome so many visitors to the Mayor's Parlour at the Civic Centre. He ended with a special thanks to his wife Praba, daughter Jyoti, brother Kishor and other close family members for their continued love and support throughout the year.

## **6. Declarations of Interests**

There were no interests declared by Members.

## 7. **Minutes of the Previous Meetings**

It was **RESOLVED** that the minutes of the previous Council meeting held on 26 February 2018 be approved as a correct record.

## 8. **Appointment of Leader of the Council**

As this was the first meeting of the new Administration following the local borough elections on 3 May 2018, the Mayor invited nominations for the office of Leader of the Council which would be for a four year term to expire in May 2022.

Councillor Dixon moved and Councillor McLennan seconded the nomination of Councillor Muhammed Butt to the office of Leader of the Council.

There were no other nominations and it was **RESOLVED** that Councillor Muhammed Butt be elected Leader of the Council.

## 9. **Changes to the Constitution**

The Mayor then moved on to invite Councillor Butt to introduce the report from the Director of Legal and HR Services setting out a number of proposed changes to the Council's Constitution.

In introducing the report Councillor Butt advised that the report set out a number of proposals designed to streamline the Council's committee and decision making structure including a merger of the Audit and Standards Committees; extending the remit of the Licensing Committee; discontinuing and reallocating the functions of the Highways and Equalities Committees. The report also proposed updates to the Council's Local Code of Corporate Governance along with a number of other minor changes relating to the Scheme of Delegation; Proper & Statutory Officer functions and guillotine procedure for council meetings.

The Mayor then invited any other Members to speak, with Councillor Kansagra expressing concern at what he felt to be the limited consultation with Members on the proposed changes. In response to the concerns raised, the Chief Executive confirmed that the proposals had been subject to consideration by the Constitutional Working Group (CWG) in May 18 at which the Conservative Group had been represented.

As there were no other Members who indicated they wished to speak on the report, the Mayor put the recommendations to the vote by a show of hands and they were declared **CARRIED**.

It was therefore **RESOLVED** that:

- (1) the changes to the Constitution proposed within the report be approved;

- (2) the Director of Legal and HR Services be authorised to amend the Constitution accordingly, including the making of any necessary incidental or consequential changes.
- (3) to note that, to the extent the changes related to executive functions of the Council, they had been approved by the Leader of the Council.

#### 10. **Representation of Political Groups on Committees**

The Mayor then invited the Leader of the Council to briefly introduce the report from the Chief Executive which Councillor Butt advised fulfilled the Council's duty to review and determine the representation of different political groups on certain Committees at its annual meeting.

No Members indicated that they wished to speak and the proposed recommendations in the report were put to a vote and declared **CARRIED**.

It was therefore **RESOLVED**:

- (1) that the size of each Committee be agreed, as detailed within the report;
- (2) that the allocation of seats on Committees to each of the Council's political groups (where the rules of political balance apply) be agreed as set out in the report with the Council making appointments to those committees in order to give effect to the wishes of the political groups allocated the seats;
- (3) to note that the political balance on their Sub-Committees be reviewed at the first meeting of the General Purposes Committee and Licensing Committees; and
- (4) to agree that the Labour Group and Conservative Group be allocated political assistant post(s) as detailed within the report.

#### 11. **Appointments to Committees and Outside Bodies and Appointment of Chairs/Vice-Chairs**

The Mayor then moved on to invite the Leader to introduce the report from the Chief Executive which Councillor Butt advised set out the nominations for appointments to Committees, Joint Committees, Forums, Panels, Outside Bodies and nomination for Chairs and Vice Chairs, where necessary, for the 2018-2019 municipal year.

No Members indicated that they wished to speak and the proposed recommendations in the report were therefore put to a vote and declared **CARRIED**.

It was therefore **RESOLVED** that:

- (1) the proposed appointments of Members, co-opted Members and substitutes to Council Committees, Joint Committees, Panels, Forums and Outside Bodies for the 2018-2019 municipal year be agreed, as detailed in Appendix A of the report;

- (2) the proposed appointments of Chairs and Vice Chairs to Council Committees, Joint Committees, Panels and Forums for the 2018-2019 municipal year be agreed, as detailed in Appendix A of the report; and
- (3) Council note the appointments:
  - (a) notified by the Leader of the Council in relation to the new Cabinet and Cabinet Committees and their respective Chairs/Vice-Chairs for the 2018-19 municipal year, as set out in Appendix B of the report;
  - (b) to be confirmed by the General Purposes Committee to their Sub Committees for the 2018-19 municipal year, as set out in Appendix C of the report;
  - (c) to be confirmed by the Licensing Committee to their Sub Committees for the 2018-19 municipal year, as set out in Appendix D of the report.

*(The full list of appointments can be found as part of the appendices to the [supplementary papers](#) which was circulated before the meeting).*

## 12. **Calendar of Council Meetings for the 2018/2019 Municipal Year**

The Mayor then invited the Leader to introduce the report from the Chief Executive which Councillor Butt advised detailed the proposed calendar of meeting dates for Full Council and other meetings during the 2018-2019 municipal year.

No Members indicated that they wished to speak and the proposed recommendations in the report were put to a vote and declared **CARRIED**.

It was therefore **RESOLVED** that:

- (1) the proposed dates for Full Council and other meetings to take place during the 2018-2019 municipal year be agreed with Members noting the intention to commence the majority of meetings at 6:00pm and Cabinet at 4:00pm; and
- (2) the Head of Executive and Member Services be granted the authority to make any alterations deemed necessary to the municipal calendar during the course of the municipal year having consulted the Leader of the Council; the Leader of the Opposition Group and the Chair of the affected meeting.

## 13. **Members Allowances Scheme - Review**

Moving on the Mayor invited the Leader to introduce the report from the Chief Executive detailing the outcome of a review and proposed changes to the Members Allowance Scheme.

Councillor Butt advised Members that the review followed on from the report to Council on 26 February 2018 at which a Members Allowance Scheme for 2018/19 had been approved but where it had also been agreed this should be subject to a more detailed review following the local borough elections. The report presented for consideration by Members now presented the outcome of that review which had

also taken account of the recommendations and guidance made following the most recent review undertaken by an Independent Remuneration Panel (IRP) appointed on behalf of all London Boroughs by London Councils. Whilst the changes proposed included an increase in the level of basic allowance payable to all Councillors he pointed out it was important to note this had been offset by a reduction in the number of Special Responsibility Allowances payable in order to better reflect the guidance from the IRP.

The Mayor then invited any other Members to speak, with Councillor Kansagra again expressing concern at what he felt to be the limited consultation with Members via the Constitutional Working Group (CWG) on the proposed changes given their potential impact on a large number of Members and Opposition Group. In response to the concerns raised, the Chief Executive confirmed that the Scheme had been subject to review by CWG in February with the amendments now proposed also having been considered by CWG, as agreed, following the local borough election in May. The Conservative Group had been represented at both of these meetings.

No other Members indicated they wished to speak so as a right of reply, Councillor Butt, in summing up felt it important to highlight that the revised Scheme was felt to represent a fair and balanced approach which had taken account of the recommendations arising from the independent review undertaken through the IRP on behalf of all London Boroughs.

The Mayor then put the recommendations to the vote by a show of hands and they were declared **CARRIED**.

It was therefore **RESOLVED** that:

- (1) the amendments to the 2018/19 Members Allowance Scheme be approved in the terms detailed within the report, to become effective from 15 May 2018;
- (2) the Director of Legal and HR Services be authorised, in order to comply with the statutory requirements, to publicise the amended Members Allowance Scheme.

#### 14. **Members Code of Conduct**

As the final item of business the Mayor invited the Leader to introduce the report from the Director of Legal and HR Services detailing a number of changes to the Members Code of Conduct.

The Leader advised that the proposed changes had been designed to streamline the code and make it easier and clearer for Members to understand their responsibilities and follow, in order to ensure that the highest principles of conduct were maintained.

No other Members indicated that they wished to speak so the proposed recommendations in the report were put to a vote and declared **CARRIED**.

It was therefore **RESOLVED** that:

- (1) the proposed changes to the Members Code of Conduct be approved, as detailed in Appendix 1 of the report;
- (2) to authorise the Director of Legal and HR Services to make the consequential changes referred to within the report; and
- (3) To note that the changes to the Members Code of Conduct would come into effect immediately and would be publicised on the Council's website.

15. **Urgent Business**

As there was no other urgent business to be transacted the Mayor declared the Annual Meeting closed and invited all those present to join him at his reception

The meeting closed at 8.20 pm

COUNCILLOR ARSHAD MAHMOOD  
Mayor

**This page is intentionally left blank**



## LONDON BOROUGH OF BRENT

FULL COUNCIL – 9 JULY 2018

### Result of Countermanded election held in the Willesden Green Ward on Thursday 21 June 2018

Candidate Name:	Description (if any):	Number of Votes Recorded:
<b>AL-JAWAD</b> , Ali Mahmoud	Conservative Party Candidate	218
<b>CHAPPELL</b> , Elliot George	Labour Party	1,679
<b>CHOWDHURY</b> , Shahin	Conservative Party Candidate	237
<b>DONNELLY-JACKSON</b> , Angela Fleur (Commonly known as) <b>DONNELLY-JACKSON</b> , Fleur	Labour Party	1,683
<b>DUNN</b> , Felicity Jane	Liberal Democrats	254
<b>GOODWILL</b> , Harold William (Commonly known as) <b>GOODWILL</b> , Harry	Conservative Party Candidate	280
<b>HENDERSON</b> , Shaka (Commonly known as) <b>LISH</b> , Shaka	Green Party candidate	289
<b>MILLER</b> , Thomas Arthur Clifford (Commonly known as) <b>MILLER</b> , Tom	Labour Party	1,618
<b>MURRY</b> , Peter Richard	Green Party candidate	256
<b>RELTON</b> , William Kent	Green Party Candidate	250
<b>THIESSEN</b> , Ulla Ursula	Liberal Democrats	189
<b>WHEATLEY</b> , Christopher Charles	Liberal Democrats	184

Candidates Elected to represent the Willesden Green ward (all of whom have signed the Declaration of Acceptance of Office):

- **CHAPPELL**, Elliot George (Labour Party)
- **DONNELLY-JACKSON**, Fleur (Labour Party)
- **MILLER**, Tom (Labour Party)

**This page is intentionally left blank**



## Questions from Members of the Public

**Full Council – 9 July 2018**

### **1. Question from a Brent resident to Cllr Muhammed Butt, Leader of the Council**

What is the Cabinet Member for Community Safety doing to combat crime and anti-social behaviour resulting from phone boxes on Harlesden High Streets and its surrounding roads?

#### **Response:**

Phone boxes in Harlesden Town Centre and the surrounding roads have been increasingly used for drug use, substance misuse and drug dealing. There has also been a prevalence of on street sex working and advertisement of those services which has been blighting the community.

Historically the Anti-Social Behaviour Team were successful in getting BT to remove phone boxes which were a hub for crime and anti-social behaviour. In April 2017, BT informed the Council they will only consider removal if the requester is willing to consider paying the full costs of the works.

We would like to reassure residents that the Council is working closely with the police to robustly tackle crime and anti-social behaviour in Harlesden Town Centre and the surrounding roads. Some examples of our recent and current and current interventions in Harlesden include:

#### **Recent and Current Intervention**

Operation Hope, launched by the Police and various Council Teams from February to April 2018 to target individuals and issues blighting Harlesden Town Centre. Over £60,000 worth of drugs was seized and many drug dealers have been identified, and charged. Criminal Behaviour Order applications currently are being sought through the courts.

Due to the frequency of crime and anti-social behaviour in the ward the Police have extended Operation Hope to continue up until the end of June 2018 and the Council's Community Safety Team started a 14 week summer nights operation on the 14<sup>th</sup> of this month, to further extend the enforcement programme, with proactive use of CCTV to review hot spot areas.

The Council's Anti-Social Behaviour Team has a dedicated Anti-Social Behaviour Localities officer for the Harlesden Ward who works very closely with the local

Safer Neighborhood Team to tackle persistent crime and anti-social behaviour problems in the area.

### **Local Joint Action Groups**

The Safer Brent Partnership Board (SBP), Brent's Community Safety Partnership (CSP) has established Brent Local Joint Action Groups (LJAG's) as part of its delivery structure to respond to crime and ASB problem locations in the borough and priority anti-social behaviour offenders. The LJAGs meet monthly to ensure holistic offender management of all perpetrators identified.



## Questions from Brent Youth Parliament Full Council – 9 July 2018

### 1. Question to Cllr Margaret McLennan, Deputy Leader of the Council:

Brent Youth Parliament are currently campaigning on Discrimination. What is the Council doing to bring communities together in the Borough and reduce discrimination?

#### **Response:**

Brent Council is determined to bring communities together and reduce discrimination in all it does, in providing services, as an employer and in giving civic leadership. The council is undertaking a variety of actions.

Brent is proud of its history as a place where people from different backgrounds and cultures feel they get on well together. It is among the most diverse local authority areas in the country, with 65% of the total population from black and minority ethnic backgrounds. Its diversity is a reason for the borough's vibrancy and dynamism. 84% of residents agree that Brent is a place where people of different backgrounds get along well with one another, and we continue to welcome new communities to the area. This is a borough where people can live together peacefully, with mutual respect and where everyone can contribute to civic life.

The council's Equality Strategy states that Brent's core values include Fairness, Respect, Equality and Excellence. As a public body, it is subject to the Public Sector Equality Duty, created by the Equality Act 2010. Amongst other things, this requires it to 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; and
- Foster good relations between people who share a protected characteristic and those who do not.

The council undertakes a variety of work to meet its duties, many of which are listed below. Importantly, however, services are required to analyse the impact of their work and projects, to ensure that they meet the duties. Where they identify that this is likely to impact on people because of their protected characteristics under the Equality Act, they assess evidence to ascertain what this would be. They are then required to identify how any negative impacts can be reduced or removed, and positive impacts enhanced. A recent example was on the council's implementation of the government's reduced Benefits Cap.

As an employer, the council aims to be an exemplar of good practice on equality, diversity and human rights. It supports LGBT, Cultural Diversity, Disability and

Gender Equality staff networks, including events to celebrate key dates in their calendars, such as International Women's Day. In 2018 the council dramatically improved its ranking in Stonewall's Workplace Equality Index (52 places higher than in 2017 and 147 places higher than in 2016), with a number of improvements identified in terms of LGBT inclusion in the council and across the borough.

In Brent, more than eight out of ten people declare a faith, higher than the average for both London and England. The council has enjoyed a good relationship with faith groups over many years, meeting regularly with the Brent Multi-Faith Forum to discuss issues and work together to raise awareness, promote tolerance and enhance community cohesion in the borough. In 2017, we built on this by agreeing a Faith Covenant together, committing the council and faith groups to a set of principles that guide engagement, aiming to combat mistrust and to promote open, practical working.

The council also has a Stronger Communities Strategy 2015-19, with clear objectives and outcomes to further bond our communities. This includes opening and maintaining a dialogue with all communities within the borough, so that their voices are heard and their views understood in the provision and commissioning of services and in taking decisions about the future of our borough. The council will soon be undertaking work to build upon this strategy, and will consult the public and partners on a new set of values and priority areas to inform our future work and decisions.

The council, working in partnership, undertakes a range of activities to bring communities together and reduce discrimination. These include:

- A campaign for the rights of EU nationals living and working in Brent;
- Open days to provide advice and guidance services to eastern European communities, as well as cultural programmes;
- Eastern European Fair for residents and stakeholders as a celebration of culture and communities
- A youth-led "Peace in the Streets" campaign against youth violence;
- Delivering Tackling Hate Crime for practitioners in Brent and commissioning work from Coventry University to understand, tackle and deliver support on hate crime;
- A comprehensive signposting campaign, encompassing White Ribbon Day, to increase awareness of voluntary service provision amongst victims and survivors of violence against women and girls;
- A multi-agency Stronger Communities portal on the Brent Council website to signpost residents to services;
- "It's Time to Talk" events on a range of topics about topics affecting community cohesion, hosted by Harlesden-based radio station The Beat London, including the Windrush generation, mental health and domestic abuse;

- Our Outcomes-Based Reviews on gangs, domestic abuse and adolescents on the edge of care;
- Understanding how places of worship are used by different denominations, genders and generations, to inform our work with faith-based groups;
- Dedicated engagement channels such as Brent Connects forums, public meetings with local police Safer Neighbourhoods Teams, and housing association resident scrutiny groups, plus Brent Youth Parliament for children and young people;
- The Controlling Migration Fund – the council has been awarded this grant to extend its engagement work through drop-in sessions, community volunteers and hosting cross-cultural community events celebrating eastern European and Latin American communities. Future work will include extending the existing provision of English language courses, and providing new arrivals with a “Welcome to Brent” leaflet to give them an overview of services provided and how to get these. We have also hosted the Romanian Consulate at the Civic Centre on a number of occasions and during June-August 2018 to advise and support residents with their travel documents.
- The council participates in the UK’s Syrian Vulnerable Resettlement Programme including hosting Syrian refugees to resettle them into local communities. Community engagement plays a vital role in the approach. So far, we have resettled 46 individuals (12 families).
- The voluntary and community sectors working with the council play a vital role in bringing communities together and reducing discrimination. These include our dedicated forums around faith, disability and old age, as well as residents’ and tenants’ associations, which meet on a quarterly basis to discuss topics that are relevant to local people. The meetings are also an opportunity to bring people together and provide them with a platform to feed back to the council and partners.
- Grants of up to £500 are available to residents to promote and increase community cohesion in their local neighbourhoods. 88 grants have been awarded to support community cohesion projects.
- The council is committed to and holds accreditation for the London Living Wage. By paying the real living wage, the council is voluntarily taking a stand to tackle economic exclusion by ensuring that its employees can earn a wage which is enough to live on. That basic fairness is at the heart of the approach and the council is proud of its achievements in this area.

In conclusion, Brent’s diverse communities have been a source of strength for the borough, helping to make it the exciting, successful place it is. The council is committed to building on this heritage so that Brent remains somewhere everyone - whatever their background – can be proud to call home.

## **2. Question to Cllr Muhammed Butt, Leader of the Council:**

Youth Violence is becoming an extreme concern in the borough – what measures is the Council putting in place to prevent the culture of violence that seems to exist among some of our young people?

### **Response:**

The council is committed to working in partnership with parents, carers, extended families, schools and the community to help educate and raise awareness to young people and safeguard them. We recognise that some young people, as you have stated, experience a culture of violence and as a Safer Brent Partnership we are committed to challenging violent crime in all its forms.

There are a variety of ways in which Brent supports local young people. These include:

- Educational Programmes offered to all Brent primary and secondary schools;
- A Gangs Intervention Programme run by St Giles Trust;
- Peer Training for those significantly engaged with the Gangs Intervention Programme;
- Gang Awareness Training for professionals;
- Community-based Mentoring Programmes delivered by Air Network;
- Behavioural sessions, Group Work Programmes and a Gangs' Worker delivered within the Youth Offending Service;
- 6 targeted support workers for young people at risk of / who are Not in Education, Employment or Training (NEET) delivered by the Brent Connexions Service;
- A summer holiday activity project being organized by the Safer Neighbourhood Board;
- A Troubled Families Programme provided by the Council's Family Solutions team and intensive family support for families at the greatest risk of escalating problems delivered by the Council's Early Help team;

In addition to this, the Council works closely with its partners particularly settings and schools to ensure at both a strategic and operational level that plans are co-ordinated, with the sharing of information to help assess vulnerability risks (including knife crime and serious youth violence).



## Questions from the Opposition and Other Non-Cabinet Members

Full Council – 9 July 2018

### 1. Question from Cllr Neil Nerva to Cllr Muhammed Butt, Leader of the Council:

Please could the Leader provide an update on plans for the West London Orbital rail line.

#### **Response:**

Following the commitment from the Mayor to work towards delivering the West London Orbital (Proposal 88 Mayor's Transport Strategy, March 2018), significant progress is being made.

Work completed to date has been around understanding the outline case for the project. Work by the boroughs and TfL continues, specifically:

- Continue to embed the scheme into Local Plans
- Work with the GLA to secure MCIL contribution and/or HIF 2 funding when announced later in 2018
- Incorporate into Corporate Plans
- Commence work on land assembly along the line
- Engaged with a number of potential market providers of battery-powered rolling stock which may be operated as an alternative to diesel.
- A bid has been submitted to the Strategic Investment Pool to support a range of complementary and masterplanning measures associated with the rail line.
- 

Next steps are focussing on designing a programme (GRIP stages) that will cover areas such as detailed layout of specific sections of track, train timetables, station locations and funding strategy.

Regular updates are made to the West London Economic Prosperity Board by West London Alliance.

**2. Question from Cllr Kieron Gill to Cllr Shama Tatler, Lead Member for Regeneration, Highways and Planning :**

I would like to encourage my local park, Tiverton Park, to apply for Neighbourhood CIL funding but as 'Parks and Open Spaces' are not in our local top three neighbourhood CIL priorities I am unable to do this at present. After this round of neighbourhood CIL funding allocation has been completed would this council agree to review the outdated restrictions on the allocating of funds; such that all worthy local projects could be funded, whether prioritised or not, or indeed to remove the whole prioritisation process

**Response:**

The Community Infrastructure Levy (CIL) is a charge applied to eligible developments to help fund infrastructure. The CIL Regulations 2010 (as amended) stipulate that at least 15 per cent of CIL receipts generated may be spent on Neighbourhood Projects, that is, infrastructure or anything else that is concerned with addressing the demands that development places on an area. The element is known as Neighbourhood CIL.

The current Neighbourhood CIL priorities were agreed following a public consultation in February 2017. The priorities for each of the five CIL Neighbourhoods were approved by Brent's Cabinet in May 2017. The priorities vary between Neighbourhoods as they reflect the wishes of those who took part in the consultation. The current priorities are set until 2020. However, as the priorities are fairly broad, this has allowed some flexibility for those who wish to submit project proposals, and a wide variety of projects have been funded to date. These projects include, amongst others, a community gardening hub, music studios, public Wi-Fi, community art and employment projects.

Brent's Planning Service is currently undertaking a review of the NCIL Programme and would welcome suggestions for improvements. It is anticipated that, following the review, any recommended changes will be approved by Cabinet in time for the December 2018 project application deadline.

**3. Question from Cllr Matt Kelcher to Cllr Krupa Sheth, Lead Member for Environment:**

Can I ask the Cabinet Member for Environment if she will consider implementing a mattress tagging requirement for all private sector landlords as part of the licensing regime to act as a deterrent against illegal mattress dumping, which has become an epidemic in Brent?

**Response:**

Mattress tagging has not been considered before now and is not something that seems to be undertaken elsewhere. There is therefore no track record of how effective the approach might be or how it might be enforced.

Unfortunately, landlords seeking to illegally dispose of large items such as mattresses usually take very careful steps to remove any evidence before they do so.

Nevertheless, we remain open to any new ideas that will help reduce levels of illegal dumping in the borough. Our revised bulky waste offer now provides a service to landlords meaning they need only turn to the council to arrange for proper disposal of mattresses.

In addition, our new Neighbourhood Managers are also delivering their own programme that targets dumping hot-spots area by area. That has begun to see the amount of dumped rubbish reduce this year.

**4. Question from Cllr Roxanne Mashari to Cllr Krupa Sheth, Lead Member for Environment:**

Can I ask the Cabinet Member for Environment what assessment she has made of grass cutting schedules on the accessibility and use of public parks, open spaces and recreation grounds and what steps are being taken to maintain and enhance areas of habitat and biodiversity significance?

**Response:**

We are now managing our park grass in a different way. That is partly necessary so the council is able to live within its ever-decreasing means.

This new grass cutting regime enables the council to better prioritise its funds. In addition, it means a different habitat is created in our parks, which is intended to be a positive.

Our approach in many of our parks is to allow grass and wildflowers in some designated areas which were cut periodically to now grow freely throughout the year.


The hope is also that some of these meadows will start to become wildlife havens for bees, birds and other animals not seen in our urban areas for many years.

Designated meadow areas now only receive a cut at the end of the growing season (autumn) in order to ensure that the meadow effect is kept to a manageable level.

Other areas within each parks are still cut to provide recreational space and so a balance is struck.

We are not advocating abandoning areas of council land but are introducing a new less intensive form of grassland management.

Effectively cutting grass less in the right places will not only help to counter the decline of bees, for example, it will benefit other wildlife and people too

 <p><b>Brent</b></p>	<p><b>Full Council</b> 9 July 2018</p> <hr/> <p><b>Report from the Director of Performance Policy &amp; Partnerships</b></p>
<p><b>Resources &amp; Public Realm Scrutiny Committee - Chair's Update Report</b></p>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	N/A
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>No. of Appendices:</b>	None
<b>Background Papers:</b>	N/A
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Patrick Doherty, Senior Policy & Scrutiny Officer, Patrick.doherty@brent.gov.uk

## 1.0 Purpose of the Report

1.1 This report provides a summary of the work carried out by the Council's Resources & Public Realm Scrutiny Committee in accordance with Standing Order 14. The report covers the period from 29 January 2018 to present.

## 2.0 Recommendation(s)

2.1 Council is recommended to note this report.

## 3.0 Detail

3.1 The Resources and Public Realm Scrutiny Committee covers corporate resources, (including Customer Services, Policy, Partnerships and Performance, Procurement and IT) as well as regeneration, regulatory services, environment, transport and community safety. The committee is comprised of eight elected members (seven from the Labour Group and one opposition group member which is consistent with current political balance arrangements).

3.2 *2017-18 Resources and Public Realm Committee Members*

Councillor Matt Kelcher (Chair)  
Councillor Joel Davidson (Vice-Chair)  
Councillor Abdi Aden  
Councillor Lia Colacicco  
Councillor George Crane  
Councillor Ernest Ezeajughi  
Councillor Sam Stopp  
Councillor Roxanne Mashari.

- 3.3 The committee has met three times since the last report to Council, in February 2018, March 2018 and on 3 July 2018. The January 2018 meeting had fallen after reporting deadlines to Council, so that meeting is also covered in this report. Similarly, the July 2018 meeting fell after the deadline for this report to Council, so that meeting will now be covered in a future report.
- 3.4 In **January**, the committee received the report of the budget scrutiny task group. This year's task group was formed at the halfway point of a two-year budget. As a result, it undertook budget scrutiny in a slightly different way than in previous years. This included focusing on specific policies where it had concerns, rather than reviewing all spending plans (which last year's task group had already examined), as part of its legal duty to scrutinise the budget. Alongside this, the task group also looked at the impact of the plan to pool business rates across the London boroughs.
- 3.5 The task group was comprised of members from the three scrutiny committees and chaired by the Chair of the Resources and Public Realm Committee. It met three times, including a session attended by the Leader and Deputy Leader, to discuss the proposed pilot for pooled business rates in London. Relevant members of the Cabinet and senior officers also attended to inform discussions of the progress against savings proposals from the existing budget. It was further advised by experts from London Councils, the Local Government Association, and the Department for Communities and Local Government.
- 3.6 The task group made 12 individual recommendations, which were reported to Cabinet and Council as part of the consideration and passing of the budget.
- 3.7 The committee received an overview of the Digital Strategy, approved by Cabinet in June 2017, and also an outline of the proposed Channel Strategy currently in development. In the subsequent discussion members questioned whether the council had undertaken appropriate research and queried whether the website could be accessed in different languages. Questions were also raised regarding response times with regard to emails and how to manage public expectations.
- 3.8 Members expressed support for the Harlesden Community Hub model, but noted that issues had been raised regarding uniformity and quality of service due to the range of different partners contributing to its delivery. They were therefore concerned to ensure these were being monitored and addressed. Members also asked about contingencies should the council's IT infrastructure

fail, and queried what the council could do to expand the provision of high-speed broadband in the borough.

- 3.9 Members reviewed recycling rates in Brent, with the Lead Member for Environment highlighting the challenge to the council in sustainably maintaining recycling rates against an increasing proportion of flats in the borough.
- 3.10 Members sought clarity on trends in bulky waste requests and the use of the Abbey Road Brent Reuse and Recycling Centre site since the bulky waste charge was introduced. Members questioned if the council was being bold enough in its recycling targets and asked what strategy was in place to address the issues with recycling in flats. There was also discussion on whether Brent was able to increase charges for trade waste and on how to better educate Brent's residents regarding the free of charge services, to address illegal dumping. The committee asked that the Lead Member ensure that the promotion of the council's recycling app is maximised.
- 3.11 The committee received a report reviewing Trading Standards' role and priority areas as the budget for the service had reduced significantly in recent years, whilst demand had continued to increase.
- 3.12 In questioning and discussion, the committee placed great emphasis on potential for invest-to-save opportunities for the service and the need for a commitment to protecting Brent's vulnerable residents. Specific questions were asked regarding the service's scope to take enforcement action against ticket touts and whether it worked with the voluntary sector to raise awareness around fraud and scams, with the proliferation of online scams being noted. Questions were also asked on how Trading Standards had evolved to respond to this trend. Discussing the rising number of acid attack incidents across the country, members questioned how the service worked with Brent traders regarding the sale of chemicals used in such assaults.
- 3.13 In **February**, the District Operations Manager for the Department for Work and Pensions presented a report on employment and employability in Brent, outlining the proposals to close the Willesden and Kilburn Job Centres and merge them with existing sites in Wembley and Harlesden.
- 3.14 The committee questioned the purpose of the closures and sought to understand if cost or service redesign was the dominant factor. The committee also queried how accessible the online consultation process had been for vulnerable groups accessing services at the affected job centres.
- 3.15 Members sought clarity regarding the scrutiny mechanisms in place for the DWP and questioned whether the DWP would be open to more local scrutiny and information sharing with Brent Council. The Chair of the Task Group on Food Banks sought commitment from the DWP to exploring and progressing the recommendations of the task group report.
- 3.16 Members considered a report on Wembley regeneration, which provided an overarching view of the work and development being undertaken in Wembley.

They asked questions on Quintain's business model for its Wembley Park development; the replacing of the pedestrian way (pedway) between Wembley Park underground station and Wembley Stadium; the community benefits being delivered by the Wembley Park regeneration; and the extent to which the new developments met the council's planning guidance.

- 3.17 Officers from the Property service provided a general introduction to the council's property and assets for the committee, who questioned whether these were being maximised for the council's civic enterprise agenda, including being used as advertising space, and how they were being used to meet the council's strategic objectives.
- 3.18 Members further queried whether the council had a strategy for identifying sites from within its own portfolio that would be suitable for development over the next few years. Clarification was sought regarding the financial arrangements with academy schools on council owned land. There was some concern that the council was not able to use its existing property portfolio in an innovative manner to address issues of urgent need in the borough; and the committee expressed its desire to scrutinise the planned revision of the council's Assets Strategy prior to its submission to Cabinet for approval.
- 3.19 In **March**, the committee received the Safer Brent Partnership Annual Report and update on Community Safety, welcoming the Deputy Borough Commander from the Metropolitan Police, and the Chief Executive (as chair of the Safer Brent Partnership), as well as the Lead Member for Stronger Communities and other key council officers.
- 3.20 Members questioned whether a reduction in resources was impacting any performance measurements in the report and also whether any reduction in community policing was having an impact on intelligence gathering. Questions were also asked about street grooming and what was being done to ensure this was not occurring in Brent; as well as approaches to tackling prostitution, gang activity, drug use and the notion of designing out crime in the public realm.
- 3.21 The committee received an update report on the actions taken to respond to the recommendations set out in the April 2017 Task Group Report on Small and Medium Sized Enterprises, as well as wider activity developed across the council to support the business growth and enterprise agenda. The Chair questioned the response to the task group recommendation regarding the appointment of a business champion for SMEs, and advised that for future update reports it would be helpful to provide an explanation of the reasons for alternative courses of action being taken, where these diverged significantly from the recommendations made.
- 3.23 The committee sought further information on the transparency of the Business Board and queries were raised regarding the integration of the Board with the council and the availability of the minutes of the Board's meetings for Members to view. The committee questioned how the council could further develop its employment support offer and proposed that members be apprised of the resources available to enable them to better signpost residents.

3.24 The committee received a presentation from the Partnerships and Engagement Manager on the community engagement review currently underway. The committee expressed enthusiasm for a collaborative approach to engagement and advised that it was eager to support the council in its efforts to promote meaningful engagement.

3.25 Members questioned how residents would be encouraged to participate in this approach and also queried whether any external organisations with expertise in consultation would be engaged as part of the review. Further queries were raised regarding existing stakeholder management practice and how this interacted with the consultation strategy; funds available to support residents to engage with the council and community activities; and how the council's presence on social media was monitored. Further details were also sought about the model used for the Voluntary Sector Liaison Forum.

#### **4.0 Scrutiny Meetings and Activities**

4.1 The meeting of the committee on 03 July 2018 will be covered in the next report to Council. The items it considered were:

- An update on the draft Assets Strategy
- An update on priorities for the in-development Borough Plan
- Revised terms of reference for the affordable housing task group

#### **5.0 Financial Implications**

5.1 There are no financial implications.

#### **6.0 Legal Implications**

6.1 There are no legal implications.

#### **7.0 Equality Implications**

7.1 There are no equality implications.


**Report sign off:**

***Peter Gadsdon***

Director of Performance Policy &  
Partnerships

**This page is intentionally left blank**

## ITEM 13.2

 <b>Brent</b>	<b>Full Council</b> 9 July 2018
	<b>Report from the Director of Performance Policy &amp; Partnerships</b>
<b>Community and Wellbeing Scrutiny Committee - Chair's Update Report</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	N/A
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>No. of Appendices:</b>	None
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	James Diamond, Scrutiny Officer James.diamond@brent.gov.uk

### 1.0 Purpose of the Report

- 1.1 This report provides a summary of the activities carried out by the Community and Wellbeing Scrutiny Committee. The report covers the period from 22 January 2018 and details the committee's work programme, visits and engagement, committee discussions and training.

### 2.0 Recommendation(s)

- 2.1 Members are asked to note the content of this report.

### 3.0 Detail

- 3.1 The remit of the committee as set out in the constitution is the overview and scrutiny of children's services, adult social care, public health, health services and the NHS, wellbeing and cultural services. There are eight elected members on the Community and Wellbeing Scrutiny Committee. All committee members are part of the Labour group apart from the vice-chair who is from the Conservative group. The membership of the committee for 2017/18 was:

Cllr Ketan Sheth, Chair  
Cllr Reg Colwill, Vice-Chair  
Cllr Rita Conneely  
Cllr Claudia Hector

Cllr Aisha Hoda-Benn  
Cllr Lesely Jones MBE  
Cllr Neil Nerva  
Cllr Ahmad Shahzad OBE

- 3.2 In addition, the committee has six co-opted members, representing the Anglican diocese, Roman Catholic diocese, governors of primary schools, governors of secondary schools, Muslim faith schools and Jewish faith schools. They have been co-opted for the purposes of school education. Members of the committee are now finalising their annual work programme for 2018-19. The work programme will have a built-in capacity to ensure there is the flexibility to respond to issues as they arise and which residents may suggest. The work programme will be published with the next report to Full Council.
- 3.3 The chair of the committee and members would like to pay tribute to Councillor Lesley Jones MBE who sadly passed away this year. She had been a member of the Community and Wellbeing Scrutiny Committee since it was established in 2016. She was a much valued member of the committee and was particularly interested in school education, youth services and children's services. She also had a long and distinguished career in local government as an elected member and was widely respected by residents in her ward and across the borough for her work and public service.
- 3.4 At its meeting in **February** 2018, the committee was given a verbal update by the Director of Public Health about the prevalence of tuberculosis in the borough. Members heard that despite the fact that Brent's rates of TB infection per 100, 000 people were declining, they remained above the average for England and the rates used by the World Health Organisation (WHO) to identify areas of high prevalence. In terms of absolute numbers, there were approximately 200 cases registered a year in Brent. A clinical Director at Brent Clinical Commissioning Group explained that a special screening service had been run since May 2016 in collaboration with Brent CCG and Harrow CCG. It was part of a national programme and it focused on patients aged 16 to 35 who had arrived in the UK and had lived in a high-risk country.
- 3.5 The committee discussed a report on childhood obesity in Brent presented by the Cabinet Member for Community Wellbeing and the Director of Public Health. Members heard that there has been a worsening of childhood obesity in Brent since 2014/15, which is above London and England averages. The most worrying trend is the proportion of obese children in year 6 which has risen since 2013 and is higher than the London and England averages. The recent data shows that one in three of Brent's children are obese by the time they leave primary school. On the basis of the discussion and the evidence presented, the committee has suggested that childhood obesity is considered as a task group for 2018/19 to look at the problem in depth.
- 3.6 The committee also looked at the life chances of adults with learning disabilities in the borough. The report addressed how the local authority and its partners are helping to improve outcomes across social care, health, education and employment for adults with learning disabilities living in the borough. The borough had performed well in relation to annual health checks

with 90% of residents with a learning disability registered with a GP surgery receiving a health check, which exceeded the national target of 64%. However, an area which required improvement was the number of people in employment. Although employment rates in Brent had improved over the last year, these remained lower than the London average. Overall, the number of people with learning disabilities was increasing and their needs were becoming more complex. In terms of housing, the New Accommodation for Independent Living (NAIL) project had been successful so far, with a wide range of units provided. They had a capacity ranging from 6 to over 90 places.

- 3.7 In **March** the Community and Wellbeing Scrutiny Committee focused on children's services. The committee was presented with the Annual School Standards and Achievement report 2016-2017. Brent is committed to all children and young people in the borough attending good and outstanding schools. In terms of achievement, most of Brent's groups perform well compared to either the same group nationally. In 2018/19 the committee has committed to hearing the annual update on school standards as well as a separate report on raising achievement among certain groups in the borough.
- 3.8 There was an update on the implementation of Signs of Safety in Brent, following members' task group report last year. Committee members heard that the council, having previously participated in Phase 1 of the England Innovations Project for Signs of Safety, had been successful in bidding to participate in Phase 2. This project provided the council with two years of resource to further embed Signs of Safety in Brent and would enable the council to continue to work with the project leads, Professor Eileen Munro, Andrew Turnell and Terry Murphy, who are child protection consultants at MTM consultancy.
- 3.9 A task group on home care commissioning, which was chaired by Councillor Ketan Sheth, was set up by the committee and reported to Cabinet on 9 April 2018. The task group had a focus on four areas: resources, health and wellbeing outcomes, partnerships and relationships, and the quality of home care. Members of the task group engaged with a number of stakeholders as part of their review. The task group developed three recommendations:
- A) The London Living Wage is introduced incrementally as part of new commissioning model so that home care workers working for providers commissioned by Brent Council are paid the London Living Wage rate by 2021;
- B) A minimum standard of training is incorporated in the new commissioning model which gives staff in Brent sufficient development opportunities to encourage home care as a career within the social care sector;
- C) A home care partnership forum should be set up as part of a new commissioning model to discuss issues of strategic importance to stakeholders involved in domiciliary care services in Brent.
- 3.10 As mentioned above, a task group is being considered by the Community and Wellbeing Scrutiny Committee on childhood obesity. The scheduling for the task group will be in the committee's annual work programme which is currently being developed. In addition, the committee is also considering setting up a separate task group on contextual safeguarding and young

people. Again, the timing will be confirmed in the new work programme which will be published in the next update report.

#### **4.0 Financial Implications**

4.1 There are no financial implications arising from this report.

#### **5.0 Legal Implications**

5.1 There are no legal implications arising from this report.

#### **6.0 Equality Implications**

6.1 There are no equality implications

#### **7.0 Consultation with Ward Members and Stakeholders**


7.1 Non-executive members are regularly involved in overview and scrutiny.

***Report sign off:***

***Peter Gadsdon***

Director of Policy Performance and Partnerships

## ITEM 13.3

 <b>Brent</b>	<b>Full Council</b> 9 July 2018
	<b>Report from the Director of Performance Policy &amp; Partnerships</b>
<b>Housing Scrutiny Committee - Chair's Update Report</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	N/A
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>No. of Appendices:</b>	0
<b>Background Papers:</b>	N/A
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Jackie Barry-Pursell Senior Policy and Scrutiny Officer, <a href="mailto:Jacqueline.barry-pursell@brent.gov.uk">Jacqueline.barry-pursell@brent.gov.uk</a>

### 1.0 Purpose of the Report

- 1.1 This report provides a summary of the work carried out by the Council's Housing Scrutiny Committee. The report covers the period from 16<sup>th</sup> January 2018 to present, detailing a programme of work and items discussed during this period.

### 2.0 Recommendation(s)

- 2.1 Council is recommended to note this report.

### 3.0 Detail

- 3.1 The Housing Scrutiny Committee's remit is to scrutinise housing functions within the Community and Wellbeing department, including Brent Housing Management; housing supply; housing growth numbers; temporary accommodation; landlord licensing; the private rented sector; housing policy; homelessness; Registered Providers; supported housing; floating support, and home adaptations. Its remit primarily covers the portfolio area of the Cabinet Member for Housing & Welfare Reform.

### 3.2 **2017-18 Housing Scrutiny Committee Members**

Councillor Janice Long, Chair  
Councillor Carol Shaw, Vice-Chair  
Councillor Shafique Choudhary  
Councillor Mary Daly  
Councillor Patricia Harrison  
Councillor Orleen Hylton  
Councillor Sandra Kabir  
Councillor Kana Naheerathan.

3.3 The Committee also appointed two co-optees - a leaseholder of a Brent Council home, and a Council tenant – Michele Lonergan and Karin Jaegar. These were confirmed at the meeting of full Council in January 2018.

3.4 There are three meetings of the Committee to report upon.

3.5 At its **January meeting** the Scrutiny Committee considered the following items.

#### **The Housing Revenue Account (HRA) – Rent Setting**

3.6 This report set out the proposals for the 2018/19 rent and service charges, provided an overview of the Council's capital investment spend for housing as well as outlining the proposed mitigation strategy prior to full roll out of Universal Credit (UC) scheduled for November 2018.

3.7 Members heard that a 1% reduction on rent charges was planned for 2018/19, and that service charges were not covered by the rent reduction policy and therefore an increase of 4% would be proposed for the next financial year.

3.8 The impact of the upcoming full rollout of Universal Credit was discussed, in particular the impact of changes to payments – i.e. rents would be paid directly to households and not the Council who is the landlord. Members were reassured that housing management services has a strategy in place to review and manage the potential increase in arrears.

3.9 The Committee received an update on the Travellers site at Lynton Close. Members heard that there was commitment from the Council to review the mobile home pitches' rent as well as modernise the site. Members were informed that transition plans were in place to transfer site management. Arrears were discussed and a plan outlined to progress this.

3.10 Further discussion focused on the Capital Programme and the amount allocated for aids and adaptations as well as activity included as part of the ongoing stock condition survey.

3.11 The Committee was informed that the Council operates a fixed service charge policy which means that the Council could not increase service

charges based on the cost of the actual service, and was investigating whether any further changes were required in the future.

### **Task Group Report on Fire Safety**

- 3.12 Following the fatal fire at Grenfell Tower in June 2017 there has been significant focus by different levels of government on the fire safety of domestic properties across the country. However, the committee felt there was a compelling case to investigate fire safety measures for low-rise properties in addition to high rise blocks. A task group set out to examine fire safety measures for Council housing and social housing managed by Registered Providers (RPs), as well as how they communicate with their tenants and leaseholders in respect of these issues. The group also looked at housing allocations policy, the risks posed by bulky items in common areas, and emergency vehicle access for social housing estates.
- 3.13 The Task Group made 11 recommendations that were agreed by the committee, and subsequently presented to Cabinet. These will be followed up in a progress report in the current municipal year.

### **Metropolitan Housing**

- 3.14 The Committee were joined by representatives from Metropolitan Housing – one of the borough’s Registered Providers. The level and quality of services delivered to local residents was outlined. During the discussion Members sought further details on a range of issues including the repairs services, housing performance, communication with residents and Councillors, grounds maintenance issues and preparation for the Universal Credit roll out. Further clarification was sought by Members about future plans for surveying the condition of its housing stock. It was agreed that further information on “right to buy” would be circulated to Members. Finally, in the context of resident engagement, Members heard that Metropolitan Housing was taking an active role in reviewing performance, contractors and shaping activities and improvements focused on residents’ needs.

### **Brent’s Housing Associations: Scrutiny Task group report (July 2016)**

- 3.15 The Committee received a progress report on the task group report from July 2016 on Brent’s Housing Associations, which had been presented to the Community and Wellbeing Scrutiny Committee when housing was part of that Committee’s remit.
- 3.16 The report provided a detailed update against a range of recommendations, demonstrating continuing commitment to a more productive and proactive approach and transforming the relationship with Housing Associations in order to achieve the aims as set out in the Housing Strategy - such as increasing supply of affordable housing, improving the standard of social housing and developing resident engagement. Members heard that most actions from the report had been completed or had expired.

- 3.17 Members also discussed a number of areas including, future service charges in respect of “right to buy”, service charge payment options, housing association forums and fixed-term tenancies. The contents of the report were noted and it was agreed that information on “pay to stay” be shared with the Committee.

### **New Scaffolding Protocol**

- 3.18 The Committee heard a verbal update on the new scaffolding protocol applicable Borough-wide. The Council in its lead role is accountable for the work, duration and location of scaffolding. Officers stressed the importance of providing a value for money service to residents and the importance of communication with residents. It was noted that a fixed sum was payable by the Council and so no additional payments would be made for scaffolding kept longer than instructed by the Council. The function will sit within Housing Management going forward and officers assured Members that scaffolding would not be erected without first communicating with residents.
- 3.19 When erecting scaffolding, parking can pose a particular challenge, and so plans are in place to resolve these, with the intention being to use the TMOs (Traffic Management Orders) to help improve the situation in general.
- 3.20 At its **February meeting**, the Committee considered the following items.

### **Genesis Housing – Registered Providers**

- 3.21 The Committee welcomed representatives from Genesis Housing, a Registered Provider with more than 6000 properties in the borough as of March 2017. Discussions included the forthcoming merger with Notting Hill Housing, including the proposal to appoint a local contact officer. Genesis Housing highlighted the plans in place to improve engagement with residents, for example, undertaking site inspection visits that residents were invited to join.
- 3.22 The Committee discussed the conversion of social tenancies to affordable rents, and was advised that the overall turnaround of converted tenancies was relatively low, at about 2%, due to the low annual number of voids. Generally, conversion of rents from social to affordable was based on a combination of factors including the housing association’s ability to build, grants attached to the property, grants available from central government and the revenue required to be raised, with an affordability assessments carried out on each instance. Members were also given an update on Genesis’ Leasing Scheme. Work is underway by Genesis to attract more landlords and increase the availability of temporary accommodation. Further discussion took place in relation to performance, property maintenance, community funds and fire safety arrangements.

### **Find Your Home Programme**

- 3.23 Members received a report focused on the Find Your Home Programme. The Head of Service explained that following the introduction of the Homelessness Reduction Act in April 2017 the Council had initiated the Find Your Home (FYH) scheme. Members heard that since its launch in 2015, the scheme had helped over 3000 and that it formed part of an overall housing strategy. Members welcomed the scheme but also noted that private rented sector accommodation was not a long-term solution but a short-term intervention.

### **Housing Development Plans and Infill Programme**

- 3.24 The Operational Director for Housing gave an update on the Council's Housing Development Plans and Infill Programme. He explained that housing demand in Brent was in line with the overall London trend and that the plans, which were part of the Council's Housing Strategy, were aimed at responding to the service needs. Members emphasised the importance to consult with residents on any incentives available from contractors as well as looking at overall price and quality of the service provided.

- 3.25 At its **March meeting**, the Committee considered the following items.

### **Catalyst Housing**

- 3.26 The Committee received a presentation from Catalyst Housing that set out the context of the organisation – it manages in excess of 21,000 properties ranging from social rented homes to shared ownership properties. Further discussion focused on customer satisfaction, investment and improvement works. Engagement with both residents and Councillors was discussed and in particular how this could be improved. Members also raised fire safety, in particular smoke alarms and information-sharing with residents about maintenance. Catalyst Housing confirmed that there was a fire evacuation strategy in place for each building.

### **Homelessness Prevention Programme**

- 3.27 Members received a report on the Homelessness Prevention Programme. The report set out the key changes and implications of the Homelessness Reduction Act 2017 which was due to take effect from 3 April 2018, an overview of the role and performance of the Council's Single Homeless Prevention Scheme (SHPS) and lessons learned to date. Members sought further clarification on the number of people who had used the scheme. Officers said that following the introduction of the Act there would be a new statutory duty of public bodies to make referrals to the Council of families under threat of becoming homeless in order to prevent this at an early stage, with the Council committed to early intervention. Members also enquired about the financial implications of the Act and how it would compare to other councils, with officers explaining that Brent was well placed in preparation for the new Act but financial predictions were difficult at this stage as spending and demand had not yet started.

## **Landlord Licensing**

- 3.28 Members also received a report on Landlord Licensing. The report set out the impact of Landlord Licensing on private rented sector tenants since its introduction in January 2015. Discussions covered licensing fees, the impact on landlords and tenants and tackling fly-tipping. There was a recommendation to Cabinet that a KPI should be introduced to measure the changes to tackling fly-tipping in areas which have licensing.

## **Customer Service Performance**

- 3.29 Members then received a report on Customer Service Performance. They heard that some significant improvements in relation to the performance of the Housing Contact Centre had been made since October 2017 and that progress was ongoing. At the time of the meeting, an action plan was being developed to progress improvements in areas such as call handling. Key points in the plan included the need to review the waiting times and align it more closely with the service standard.

## **4.0 Upcoming Scrutiny Meetings**

- 4.1 The meetings for 2018/19 have been agreed as:

- Thursday 12 July 2018
- Thursday 13 September 2018
- Thursday 29 November 2018
- Wednesday 6 February 2019
- Wednesday 27 March 2019
- Thursday 25 April 2019

- 4.2 A work planning meeting took place on 11 June, and a work programme is being developed for 2018/19.

## **5.0 Financial Implications**

- 5.1 There are no financial implications.

## **6.0 Legal Implications**

- 6.1 There are no legal implications.


## **7.0 Equality Implications**

- 7.1 There are no equality implications.

**Report sign off:**

**Peter Gadsdon**

Director of Performance Policy &  
Partnerships

 <p><b>Brent</b></p>	<p><b>Full Council</b> 9<sup>th</sup> July 2018</p> <p><b>Report from the Chief Finance Officer</b></p>
For Information	
<p><b>Report from the Vice-Chair of the Audit and Standards Advisory Committee</b></p>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Non-key
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>No. of Appendices:</b>	1
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Conrad Hall, Chief Finance Officer 020 8937 6528 <a href="mailto:conrad.hall@brent.gov.uk">conrad.hall@brent.gov.uk</a>

## 1.0 Purpose of the Report

- 1.1 This report provides a summary of the activities carried out by the Council's Audit and Audit Advisory Committees since the last update provided to Full Council on 22 January 2018.

## 2.0 Recommendations

- 2.1 Full Council is asked to note the contents of the report.

## 3. Detail

- 3.1. The committee has met twice since the last update was provided to Council – on 10<sup>th</sup> January and 20<sup>th</sup> March 2018. This paper is a brief update on the areas covered in those meetings.

### 3.2 Audit Advisory Committee – 10<sup>th</sup> January 2018

### Objections to the Accounts Regarding the Payment to the Council's Former HR Director

The Committee were advised of the outcome of the Objections to the accounts regarding the payments made to the Council's former HR Director and also of the recommendations made for improvement,

### Emergency Preparedness Task Group

Following the tragic fire at Grenfell Tower, a joint Task Group was formed between members of the Audit Advisory Committee and each of the scrutiny committees, to assess Brent's emergency preparedness. The Committee considered a report which set out the Task Group's findings and recommendations.

### External Audit Progress Report and External Audit Plan 2017/18

The Committee considered the External Audit Progress Report summarising the auditing activities undertaken by KPMG in December 2017 and providing an overview of actions to be completed by the next meeting of the Audit Advisory Committee in March 2018.

### Proposed Changes to the Planning Code of Practice

The report advised Members of proposed changes to the Council's Planning Code of Practice.

### Payroll Audit Report

The report included findings, risks and recommendations and the actions agreed by management following an audit of the Council's Payroll arrangements.

### Pensions Administration Audit Report

The report included findings and actions agreed by management following a recent audit of the Council's Pensions Administration arrangements.

### Strategic Risk Register

The Committee received one of a series of periodic report on the corporate risks currently facing the Council.

### Preparing the Annual Internal Audit Plan 2018/19

The Committee received an update on the process for preparing the Internal Audit annual plan for 2018/19 with input sought from the Audit Advisory Committee on areas where they think independent assurance may be beneficial.

### Closure of Accounts 2017/18

The Committee received an update on the plans in place to close the 2017/18 accounts, and prepare and publish the statements within the revised and much earlier statutory deadlines for 2017/18.

### Treasury Management Strategy 2018/19

The Committee considered the draft Treasury Management Strategy for 2018/19.

### Internal Audit & Counter Fraud Progress Report for the Period 1 September - 31 December 2017

The Committee received an update on the progress against the internal audit plan for the period 1 September 2017 to 31 December 2017. The report also provided a summary of counter fraud work for the period.

### Public Sector Internal Audit Standards (PSIAS) Progress Report

Members were informed of the progress on implementing the action plan that was produced after a self-assessment of the Internal Audit service against the Public Sector Internal Audit Standards (PSIAS).

## **3.3 Audit Advisory Committee – 20th March 2018**

### External Audit Progress Report

The Committee considered the External Audit Progress Report summarising the auditing activities undertaken by KPMG in January 2018 and providing an overview of actions to be completed by the next meeting of the Audit Advisory Committee in July 2018.

### External Audit Report on grants and returns 2016/17

The Committee considered a report detailing the results of work the Council's External Auditor carried out on the Council's 2016/17 grant claims and returns.

### Review of the Use of the Regulation of Investigatory Powers Act (RIPA) Powers in 2017

The Committee received an update on the Council's use and conduct of covert surveillance techniques when investigating serious criminal offences relying on the powers made available to local authorities in Part II of the Regulation of Investigatory Powers Act 2000 (RIPA).

### Update on the operation of i4B Holdings Ltd

Members were provided with an update on the performance, future plans and audit arrangements of the Council's wholly owned company, i4B Holdings Ltd.

#### Public Sector Internal Audit Standards (PSIAS) Action Plan

Members were informed of the progress on implementing the action plan that was produced after the self-assessment of the Internal Audit service against the Public Sector Internal Audit Standards (PSIAS).

#### Internal Audit and Counter Fraud Progress Report (Quarter 3)

The Committee received an update on the progress against the Internal Audit Plan for the period 1 January 2018 to 28 February 2018 as well as a summary of counter fraud work for the period 1 October 2017 to 31 December 2017 (Quarter 3).

#### Draft 2018/19 Internal Audit Annual Plan

The Committee received the draft Internal Plan for 2018/19 having noted the basis on which the Plan had been prepared.

- 3.4 Looking forward, Annual Council on 14<sup>th</sup> May 2018 agreed a number of changes to the Council's committee structure. These were designed to streamline the Council's governance arrangements whilst also maintaining appropriate levels of overview and accountability. The changes agreed included a merger of the Standards and Audit and Audit Advisory Committees in order to bring together the two main bodies responsible for the oversight of governance matters across the Council. These arrangements have been introduced for the 2018/19 municipal year and will involve the Committee taking responsibility for advising the Council on standards related matters as well as continuing its role in relation to the audit function; reviewing corporate governance; the effectiveness of internal control; the management of risks and scrutinising key financial information such as the accounts and lending and borrowing.
- 3.5 In addition to the existing Independent Chair, the four current independent co-opted members who previously served on the Standards Committee have now become full members of the merged Standards and Audit Advisory Committee with the ability to participate and/or vote in respect of both audit and standards related items, should the need arise. On audit matters, the Committee will also continue to have the support of an independent and expert advisor.
- 3.6 A programme of dates for the merged Committee has been agreed for the 2018/19 municipal year on which updates will continue to be provided at future Council meetings.

#### **4.0 Financial Implications**

- 4.1 There are no financial implications arising from this report.

**5.0 Legal Implications**

5.1 There are no legal implications arising from this report.

**6.0 Equality Implications**

6.1 There are no diversity implications arising from this report.

**7.0 Consultation with Ward Members and Stakeholders**

7.1 Not applicable


**8.0 Staffing/Accommodation Implications (if appropriate)**

8.1 There are no staffing and accommodation implications arising from this report.

**Report sign off:**

**Conrad Hall**  
Chief Finance Officer

**This page is intentionally left blank**

 <b>Brent</b>	<b>Full Council</b> 9 July 2018
	<b>Report from the Director of Legal and HR Services</b>
<b>Changes to the Constitution</b>	

<b>Wards Affected:</b>	N/A
<b>Key or Non-Key Decision:</b>	N/A
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>No. of Appendices:</b>	4
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Debra Norman, Director of Legal and HR Services, 02089371578

**1.0 Purpose of the Report**

1.1 This report proposes a number of changes to the Council’s Constitution, in respect of standing orders relating to Full Council meetings and exercise of executive functions.

**2.0 Recommendations**

2.1 To approve the changes to the Constitution proposed in this report and/or contained in the Appendices.

2.2 To authorise the Director of Legal and HR Services to amend the Constitution accordingly, including making any necessary incidental or consequential changes.

2.3 To note that, to the extent that the changes relate to executive functions of the Council, they have been approved by the Leader.

**3.0 Detail**

***Full Council Meetings***

3.1 The conduct of Full Council meetings is largely governed by standing orders (i.e. procedural rules set out in Part 2 of the Council’s Constitution). Amongst other things, these rules allow ‘backbench’ Members and the public to ask

questions to Cabinet Members, political groups to propose motions, a Members' debate and Chairs of the Scrutiny Committees and the Vice-Chair of the Audit and Standards Advisory Committee to address all Members.

3.2 These rules have been reviewed following the outcome of recent local elections. In addition, having considered how to provide more and better opportunities for all Members to participate in meetings and to achieve the most effective use of the time available, the following changes are proposed:

- **SO 31: Report from Leader or Members of the Cabinet:** that a written report is submitted by Cabinet in advance and that at the meeting relevant Members of Cabinet may present the significant issues arising for up to 6 minutes in total and that non-Cabinet Members be given the opportunity to ask questions for up to 9 minutes or (if greater) the remainder of the 15 minutes set aside for this item.
- **SO 33: Questions from members of the public:** to reduce the time set aside from 20 to 15 minutes for both questions from members of the public and (at alternate meetings) questions from members of the Youth Parliament to a member of the Cabinet. Questions from the public are rare and the time saving off sets the additional time allocated to other items. It is clarified that the rules in Standing Order 33(m) (in so far as relevant) are also applicable to Member questions and to motions.
- **SO 34: Non Cabinet Members' Debate:** reduce the time individual Members can speak from 3 to 2 minutes (so that more Members can participate) and extend the overall time allocated from 21 to 30 minutes.
- **SO 35: Questions from the Opposition and Non Cabinet Members:** that the number of questions which can be notified in advance be reduced but to set aside 30 minutes in total so that there is a new opportunity to ask further questions without notice until the available time has been used up.
- **SO 36: Reports from the Chairs of the Scrutiny Committees:** at the meeting each Chair will have the opportunity to report on issues and questions arising from matters considered or reviewed by their committee. The report will be published in advance and taken as read. At the meeting for up to 3 minutes the Chair can highlight significant issues for the relevant Member of Cabinet to comment upon. During the remainder of the 20 minutes set aside for this item, 'backbench' Members can put questions to the Chairs about the issues discussed.
- **SO 37: Report from the Vice-Chair of the Audit and Standards Advisory Committee:** as this is a simple reporting function of the Council's audit activities, the allotted time has been reduced to 3 minutes to allow extra time to be allocated to the previous item.
- **SO 40: Motion:** allowing the Labour Group to propose 2 motions and the Conservative Group 1 motion to better reflect the composition of the Council.

- 3.3 Members are asked to note that the above items, together with other standing items, will be re-ordered in such a way to best manage the conduct of meetings. In the meantime, the tracked changes to the wording of the relevant standing orders are attached at **Appendix 1**.

### ***The exercise of executive functions***

- 3.4 All executive functions may be exercised by the Leader or may be delegated by the Leader to Cabinet, a Committee of Cabinet, an individual Member of Cabinet, or to an officer. Any individual Member who has delegated power to exercise a function, may delegate to an officer, unless the Leader has restricted this right when making his delegation.
- 3.5 Under the Constitution, all executive functions are currently delegated to Cabinet, to the Barham Park Trust Committee or to officers.
- 3.6 More recently, however, the Leader has decided to delegate specified categories of executive functions to individual Cabinet Members (see **Appendix 2**). These delegations will come into effect from 1 September 2018 to allow time for officer and members to familiarise themselves with the new process and any necessary training to take place.
- 3.7 In introducing individual member decision making, a new governance process will also be put in place to ensure compliance with the relevant legislation and with principles of transparency, accountability and other good governance arrangements. Some examples are set out below.
- 3.8 If an individual Member is to make a key decision, the same rules about giving notice 28 clear days before the decision is to be made, specifying details of the decision, who will take it, and when it will be taken, apply as is the case with key decisions to be made by Cabinet.
- 3.9 However, there is no requirement to publish a report 5 days in advance of the decision being made as would be the case in respect of a decision due to be made at a meeting. Nor do the advance publication requirements apply if the decision to be taken is not a key decision.
- 3.10 A key decision will be subject to the call-in scrutiny procedure.
- 3.11 In the case of both key and non-key decisions by an individual Member, there must be a record made of the decision once taken, detailing the decision, the reasons for it, and any alternative options considered but rejected. The record must also state any conflict of interest declared and any dispensation granted by the Head of Paid Service.
- 3.12 This record must be made public along with the report considered by the decision-maker (unless it is confidential or exempt i.e. this is the same rule that applies to Cabinet reports), a list of background papers and the background papers themselves.

- 3.13 In order to ensure that decisions are transparent and lawful, the same standard of reporting to inform the individual Cabinet Member who will be making the decision is required. This means an officer report, including legal, financial and other implications, to which full consideration is given by the individual Cabinet Member before making their decision.
- 3.14 The same Forward Plan notification and report clearance will apply for all individual Cabinet Member decisions as applies for Cabinet.
- 3.15 A relevant officer will be present when the decision is taken to provide advice to the Cabinet Member. A representative of Executive and Member Services will also be present to ensure a record of the decision is prepared.
- 3.16 If an individual Cabinet Member key decision is called in and is referred back to the decision-maker, it will be reconsidered by him/her in accordance with the above rules.
- 3.17 If a decision is required to be taken urgently (i.e. it has not been included in the Forward Plan), the urgency has to be agreed by the Chief Executive or her nominated deputy in addition to complying with the statutory requirements. The proposed change to the Access to Information Rules (at r39 (a) 1.1) will apply to all key decisions irrespective of the decision maker.
- 3.18 As with other delegations, it is proposed that individual Cabinet Member decision making arrangements are included in the Constitution and the draft changes are attached (see **Appendix 3**).
- 3.19 Finally, following the discontinuation of the Highways Committee the Leader has revised the Cabinet referral criteria so that those highways matters which were previously delegated to the Strategic Director Regeneration and Environment are fully reinstated (see **Appendix 4**).

#### **4.0 Financial Implications**

- 4.1 None directly arising from this report.

#### **5.0 Legal Implications**

- 5.1 These are contained in the body of the report.

#### **6.0 Equality Implications**

- 6.1 None directly arising from this report.

#### **7.0 Consultation with Ward Members and Stakeholders**

- 7.1 The proposals in this report have been considered by the council's Constitutional Working Group.

#### **8.0 Human Resources/Property Implications (if appropriate)**

8.1 None.

**Background Papers**

None

**Report sign off:**

**Debra Norman  
Director of Legal and HR  
Resources**

**This page is intentionally left blank**

## Appendix 1

### Draft Changes to the Constitution

#### Standing orders relating to Full Council meetings

(Please note that this is an extract from Part 2 of the Constitution and the numbering of the standing orders is not accurately reflected.)

#### 15. Report from Leader or Members of the Cabinet

- (a) The ~~Leader or other member(s) of the~~ Cabinet shall be allowed to submit a written report in advance of the meeting setting out key or significant issues arising from any matter which is the responsibility of the Cabinet. At the meeting up to 6 minutes will be set aside for the Leader or other member(s) of the Cabinet to present those issues. For up to 9 minutes or, if greater, the remainder of the up to 15 minutes set aside for this item, non Cabinet members can ask questions to the relevant Cabinet member. The report shall to Full Council on any matter which is the responsibility of the Cabinet includeing (if relevant) but not limited to all or any of the following matters:-

(i) **Policy proposals referred to Full Council for approval:**

A proposed plan, policy or strategy forming part of the Policy Framework or the Budget which is being presented by the Cabinet to Full Council for approval, the views (if any) of the relevant Scrutiny Committee and the way in which those views were taken into account by the Cabinet;

(ii) **Approval to depart from Policy Framework or Budget:**

Any decisions which the Cabinet has purported to take or is minded to take which, in the reasonable opinion of the Chief Executive, Monitoring Officer or the Chief Finance Officer are, or would be, contrary to the Policy Framework or contrary to or not wholly in accordance with the budget approved by Full Council and in respect of which decision is sought from Full Council in accordance with Standing Order 21.

(iii) **Urgent decisions outside the Policy Framework and the Budget:**

Any decisions which the Cabinet has taken and which were contrary to the Council's Policy Framework or contrary to or not wholly in accordance with the budget but which were taken in accordance with the urgency provisions in Standing Order 21 (to include the reasons for urgency);

(iv) **Urgent decisions not included in the Forward Plan:**

Any decisions which were not included in the Forward Plan but were taken by the Cabinet under the urgency provisions in Access to Information Rule 39 and the reasons for such urgency;

(v) **Urgent decisions called in:**

Any decisions which were called in for scrutiny and which were implemented under the urgency provisions in Standing Order 14 prior to consideration of the decision by the relevant Scrutiny Committee and the reasons for urgency;

(vi) **Non-compliance with Access to Information Rules:**

Any decisions which the Cabinet have taken in respect of which the Cabinet should have but did not comply with those parts of the Access to Information Rules relating to such decisions and any decisions which the relevant Scrutiny Committee has required the Cabinet to report to Full Council under the Access to Information Rules because it considers that the Cabinet did not comply with the Access to Information Rules relating to the decision;

(vii) **The response of the Cabinet to comments received:**

The response of the Cabinet to any other comments or recommendations received from, or being presented by, the relevant Scrutiny Committee or Full Council;

(viii) **Any recommendations to Full Council.**

**16. Deputations**

- (a) Deputations may be made by members of the public. Each deputation shall last not more than 5 minutes and there shall be a maximum of 3 deputations at any one council meeting on different subject matters. There shall be no more than one deputation made by the same person or organisation in a 6 month period and no repetition of the subject.
- (b) Any deputation must directly concern a matter affecting the borough and relate to a Council function. Deputations shall not relate to legal proceedings or be a matter which is or has been the subject of a complaint under the Council's complaints processes. Nor should a deputation be frivolous, vexatious, or defamatory. A deputation may be rejected if it names, or clearly identifies, a member of staff or any other individual. The Chief Executive with advice from the Director of Legal and HR Services shall have discretion to decide whether the deputation is for any other reason inappropriate and cannot proceed.
- (c) Any person wishing to make a deputation shall give written notice to the Director of Legal and HR Services of the title and summary of the content of the deputation not less than 5 days before the date of the meeting.
- (d) If more than three deputations are received a ballot will take place three days before the Council meeting to select the deputations to be presented before the Council.

**17. Questions from members of the public**

- (a) Subject to para (b) members of the public or those employed by or owning a business based in Brent may ask a member of the Cabinet questions on any matter in relation to which the Council has powers or duties of affects the borough.
- (b) Questions shall be submitted fifteen clear working days in advance to the Head of Member and Executive Services and written copies of questions will be provided at meetings.
- (c) The time set aside for questions shall be 1520 minutes.

- (d) At the Ordinary meeting following the Annual Meeting and at alternate Ordinary meetings for the rest of the municipal year, an additional **1520** minutes shall be set aside for questions from members of the Youth Parliament.
- (e) No member of the public may submit more than one question at a council meeting.
- (f) The Chief Executive or his/her nominee shall have the power to edit or amend written questions to make them concise but without affecting the substance, following consultation with the questioner.
- (g) The Mayor may rule that questions which are on the same or closely related subjects are taken together.
- (h) An answer may take the form of a written answer provided by close of business the previous working day and which will be available at the meeting.
- (i) Questions shall be asked in the order determined by the Mayor.
- (j) A person asking a question under para (a) may ask one oral supplementary question, without notice, of the member who supplied the written answer. The supplementary question must arise directly out of the original question or the reply.
- (k) Replies to supplementary questions shall not exceed 2 minutes.
- (l) Questions not answered at a meeting may, at the request of the questioner, be withdrawn and resubmitted to the next or future meeting of the Council, provided that answer has not already been supplied.
- (m) The Chief Executive, with the benefit of advice from the Director of Legal and HR Services, may reject a question if it:
  - (i) Is not about a matter for which the Council has a responsibility or which affects the area;
  - (ii) Is defamatory, frivolous or offensive;
  - (iii) Is substantially the same as a question asked within the last six months;
  - (iv) Requests the disclosure of information which is confidential or exempt; or
  - (v) Names, or clearly identifies, a member of staff or any other individual.

## **18. Non Cabinet Members' Debate**

- (a) Non Cabinet members will be permitted to propose a motion for debate. The motion will be confirmed by the Chief Executive.
- (b) The debate will be for up to **3024** minutes.
- (c) The Lead Member shall be permitted to speak for up to **twohree** minutes.
- (d) Non Cabinet members are permitted to speak for up to **twohree** minutes.
- (e) The Lead Member will report to the next meeting of Full Council on any action which follows on from the previous non Cabinet members' debate.

## **19. Questions from the Opposition and Non Cabinet Members**

- (a) Non Cabinet members (except the Mayor and Deputy Mayor) will be permitted to put a maximum of **49** questions to the Cabinet on any matter which is the responsibility of the Cabinet. Each non-Cabinet member may

only put one matter to the Cabinet in any one question time session. The ~~49~~ questions are to be divided as follows: 1 from ~~each of the two~~ opposition group ~~s, 1 from an opposition member who is not a member of a group~~, and ~~63~~ from the administration group. Such questions must be provided in writing to the Head of Executive and Member Services not less than 10 clear working days before the date of the meeting and the answers published with the meeting summons.

- (b) The party groups shall decide which of their members shall put the questions to the Cabinet.
- (c) Each non Cabinet member shall have up to 1 minute within which to put their supplementary question.
- (d) A member of the Cabinet shall have up to 2 minutes to respond to the supplementary question.
- (e) 30 minutes shall be set aside for this item.
- (f) Following (a) to (d) above, for the remainder of the time available, other non Cabinet members may put one matter each to the relevant Cabinet member. If the Cabinet member is unable to provide a response at the meeting, a written response shall be provided within a period of 10 working days.
- (g) The Chief Executive, with the benefit of advice from the Director of Legal and HR Services, may reject a question if it:
  - (i) is not about a matter for which the Council has a responsibility or which affects the area;
  - (ii) is defamatory, frivolous or offensive;
  - (iii) is substantially the same as a question asked within the last six months;
  - (iv) requests the disclosure of information which is confidential or exempt; or
  - (v) names, or clearly identifies, a member of staff or any other individual.

## 20. Reports from the Chairs of the Scrutiny Committees

- (a) The Chairs of Scrutiny Committees may ~~submit~~present written reports in advance of the meeting on any matter in respect of which the committee has been consulted or which it has been reviewing or considering and shall be permitted to speak for up to ~~35~~ minutes to thereon highlight significant issues for the relevant member of the Cabinet to comment upon. Thereafter, for the remainder of the 20 minutes set aside for this item, non Cabinet members can ask questions of the Chairs.
- (b) In the absence of the Chair, ~~the report shall be presented by~~ the Vice Chair of the Committee may speak or, in the absence of the Vice Chair, ~~by~~ another member of the Committee selected for that purpose by the Chair or, if no person has been selected by the Chair, a person selected for that purpose by the Mayor or other person presiding at the meeting of Full Council.
- (c) The Chair or other person nominated to speak shall where appropriate include in his or her report:-
  - (i) details of the decisions or proposals of the Cabinet, which have been

called in for scrutiny and are being referred to Full Council in accordance with Standing Order 14;

- (ii) details of decisions or proposals of the Cabinet, other than those permitted to be made by the Cabinet under Access to Information Rule 39 (urgency) or 20(n) (in year changes to policy), which the relevant Scrutiny Committee considers are or, if made, would be contrary to the Policy Framework or contrary to or not wholly in accordance with the Council's budget and the recommendations to Full Council thereon;
- (iii) details of the decisions of the Cabinet which the relevant Scrutiny Committee considers were made by the Cabinet other than in accordance with those parts of the Access to Information Rules applicable to such decisions.

## **21. Report from the Audit and Standards Advisory Committee**

- (a) The Vice-Chair of the Audit and Standards Advisory Committee may present reports on any matter reported to the Committee or in respect of which the Committee has reviewed or considered and shall be permitted to speak for up to 35 minutes thereon.
- (b) In the absence of the Vice-Chair, the report may be presented by another member of the Committee selected for that purpose by the Vice-Chair or, if no person has been selected by the Vice-Chair, a person selected for that purpose by the Mayor or other person presiding at the meeting of Full Council.

## **22. Annual Report on the Borough**

The Leader will present an annual report on the work of the Council to an Ordinary Meeting of Full Council. The time allowed for the Leader to speak on this item will be 5 minutes. The total time allowed for other members to debate the Leader's report will be 20 minutes. Each Group Leader will be allowed to speak for up to 2 minutes and then any other member will be allowed to speak for up to 2 minutes until the allotted time is used up.

## **23. Debate on key issues affecting the Borough**

- (a) With agreement of all Group Leaders a speaker shall be invited to attend and speak on an issue pertinent to the London Borough of Brent. The speech shall not exceed 10 minutes.
- (b) The Lead Member will be permitted to speak for 5 minutes on the topic addressed by the speaker within which time they will propose a motion for debate which has been delivered to the Head of Executive and Member Services by close of business the previous day and circulated in advance.
- (c) The debate by members will not exceed 45 minutes. Questions or comments by members shall not exceed 2 minutes.

## **24. Vote of No Confidence**

The Leader shall cease to hold office following a vote of no confidence in him/her. A motion in respect of the vote of no confidence shall be debated by Full Council if, at least 10 clear working days before the meeting at which the motion is to be considered, it has been signed in accordance with Standing Orders 5 and 6 by at

least 40% of the members of the Council and the motion proposes an alternative Leader. If such a motion is passed the new Leader shall hold office for the remainder of the previous Leader's term of office.

## 25. Motions

- (a) Members may put motions to council.
- (b) A maximum of 3 motions will be put to Council at any one meeting (two by the administration group and one by the opposition per party group) which will be debated.
- (c) Each group must give notice in writing of their motion to the Head of Executive and Member Services not less than 5 days before the date of the meeting. This shall include a copy of the Motion they are intending to move at the meeting. A copy of the motion shall be circulated to all members at least 2 days before the date of the meeting.
- (d) Any amendments to the motions can be accepted provided they are set out in writing to the Head of Executive and Member Services by 5.00pm on the previous working day.
- (e) The debate shall commence with the proposer being invited to speak for up to 3 minutes during which time they shall move the Motion notified to the Head of Executive and Member Services.
- (f) The proposer of an amendment will then be invited to speak for up to 3 minutes during which time they shall move the Amendment notified to the Head of Executive and Member Services.
- (g) Further speakers shall then be called by the Mayor.
- (h) Up to 3 speakers shall be allowed for each motion (2 from the administration group and 1 from the each opposition group), each limited to 2 minutes.
- (i) The mover of the motion shall then have a right of reply. If one or more amendments have been moved, the mover of each amendment shall also have a right of reply in the order in which the amendments were moved.
- (j) The matter shall be put to the vote at the end of the debate. Where one or more amendments have been moved the voting process in Standing Order 43(a) and (b) shall apply.
- (k) Up to 30 minutes shall be set aside for this item.
- (l)
- (l)
- (l) The Chief Executive, with the benefit of advice from the Director of Legal and HR Services, may reject a Motion if it:
  - (i) is not about a matter for which the Council has a responsibility or which affects the area;
  - (ii) is defamatory, frivolous or offensive;
  - (iii) is substantially the same as a Motion asked within the last six months;
  - (iv) requests the disclosure of information which is confidential or

exempt; or  
(v)           names, or clearly identifies, a member of staff or any other individual.

**This page is intentionally left blank**

## Appendix 2

### Draft Changes to the Constitution

#### Individual Cabinet Member Decision-Making

Categories of decisions for individual Cabinet Members, to be taken in consultation with the Leader.

CATEGORY	INDIVIDUAL MEMBER DELEGATED DECISIONS (in relation to their portfolio area)	COMMENTS
<b>Financial</b>	Submission of bids for additional resources from government and other bodies in relation to their portfolio area, subject to financial regulations and any matching funding being identified at the time of bidding.	
	Agreement of changes to existing fees and charges.	
<b>Contracts and procurement</b>	Agreement of waivers of Contract Standing Orders for medium and High value revenue and capital contracts, as set out in the Council's Contract Standing Orders.	
	Agreement of changes to the following as adopted by cabinet: <ul style="list-style-type: none"> <li>• the tender procedure to be adopted;</li> <li>• the evaluation criteria and process</li> </ul>	Consultants subsequently appointed sometimes advise that the procurement approach is not what the market expects or that it would be better to use different or differently weighted criteria. Also, it can be necessary to change the tender strategy where the original procurement approach has failed to attract bidders or the right bidders.
	Agreement of contract extension, variation or termination where the decision is excluded from officer delegated powers because : <p>(a) the extension goes beyond the period of extension provided for in the contract (if any) or is otherwise not in accordance with the extension provisions in the contract</p> <p>(b) the contract, agreement, deed or other transaction has a life of not more than one year (including any possible extension provided for in the contract) and the extension exceeds a period of six months;</p>	

	<p>(c) the contract, agreement, deed or other transaction has a life of more than one year (including any possible extension provided for in the contract) and the extension exceeds a period of one year.</p> <p>(d) in the case of any variation (other than an extension)</p> <ul style="list-style-type: none"> <li>(i) the total value of the variation is £1 million or more; and</li> <li>(ii) the total value of the variation is more than £50k and is more than 50% of the original contract value (calculated over the life of the contract including any extensions or possible extensions and adjusted in accordance with any price review mechanism provided for in the contract).</li> </ul>	
<b>Performance</b>	Agreement of performance standards where referred by an officer	
<b>Consultations</b>	Agreement of broad public consultation arrangements	

## Appendix 3

### Draft Changes to the Constitution

## ACCESS TO INFORMATION RULES

### Scope

1. These rules apply to all meetings of the Council and its committees and sub-committees and meetings of the Cabinet and committees established by the Leader or the Cabinet except where specified (together these meetings are herein referred to as "meetings"). They also apply where specified to decisions made by officers, the Leader and Cabinet Members.
2. Nothing in these rules shall be treated as limiting or diminishing any rights conferred on the public, members of the Council or co-opted or independent members by any of the Standing Orders or other rules in the Constitution or the law.

.....

### Access to minutes and papers after a decision has been taken

15. The Council will make available for inspection during normal office hours and on the Council's website, copies of the following for at least six years after a decision has been taken:
  - (a) the minutes of any meeting and, in the case of any Key Decision, the record of the decision required to be prepared pursuant to these Rules (but excluding any minute or record which discloses any exempt or confidential information);
  - (b) a summary of any proceedings in a meeting not open to the public where the minutes or record open to inspection would not provide a reasonably fair and coherent record;
  - (c) the agenda for the meeting; and
  - (d) reports relating to items when the meeting was open to the public and reports considered by individual decision makers.

### Key Decisions

26. A decision taken by Cabinet or a Cabinet Committee, the Leader or a Cabinet Member or an officer exercising an executive function under delegated powers will be a Key Decision if the decision is likely to:
  - (a) result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
  - (b) be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the

### Consequences of a decision being classed as a Key Decision.

30. Subject to the rules on urgency (see paragraph 39), a Key Decision may not be taken (by the Cabinet, a Cabinet Committee, the Leader or a Cabinet Member or officers) in respect of any matter unless the matter in question has been publicised in the Forward Plan and unless the reports to be considered by the decision maker have been available for public inspection for at least 5 clear days prior to the date on which the decision is made and copied to the Chair of the relevant Scrutiny Committee.

~~31. If the Cabinet or a Cabinet Committee meet with an officer present (other than a political assistant appointed under section 9 of the Local Government and Housing Act 1989) to discuss a matter relating to a decision included in the current Forward Plan within 28 days of the date according to the Forward Plan by which the matter is to be decided, or to discuss a matter in respect of which notice has been served under Rule 38 then the meeting shall be held in public. This requirement does not apply to meetings whose principal purpose is for officers to brief members e.g. the Leader's Briefing.~~

**Comment [ND1]:** This provision arises from out of date legislation and is no longer relevant.

### Urgency

39. If the Cabinet, Cabinet Committees, the Leader or Cabinet Member, or officers are proposing to take a Key Decision which is not included in the Forward Plan then:

(a) The decision may only be taken if:-

1.1. the decision is required to be taken by such a date that it is impracticable, in the opinion of the Chief Executive or a nominated deputy, to defer the decision until it has been included in the Forward Plan in accordance with the Access to Information Rules and timescales;

### Record of Executive Decisions

43. In addition to the List of Executive Decisions prepared by the Head of Executive and Member Services under Standing Orders, the Head of Executive and Member Services will, as soon as reasonably practicable after a public meeting of the Cabinet or a Cabinet Committee, produce a record of every decision taken at that meeting which shall include a statement of the reasons for each decision and any alternative options considered and rejected at that meeting, any conflict of interest declared by any member and any dispensation granted.

~~44. As soon as reasonably practicable after any decision has been taken by the Leader or a Cabinet Member a record of that decision shall be prepared by a representative of the Head of Executive and Member Services setting out the information listed above. Such decisions may only be taken in the presence of a relevant officer able to advise the Leader or Cabinet Member concerning the content of the report and in the presence of a representative of the Head of Executive and Member Services.~~

45. As soon as reasonably practicable after an executive decision has been taken by an officer a record of that decision shall be prepared by the relevant officer setting out the information listed above and shall be forthwith submitted to the Head of Executive and Member Services. An executive decision by an officer is a decision which is a Key Decision, or a decision which is delegated to an officer by the Cabinet or by a Cabinet Committee.



# RESPONSIBILITY FOR FUNCTIONS

- .....
- 1.4 The Leader has agreed to delegate all executive functions to the Cabinet except those which he/she has delegated as set out in this Part 3 of the Constitution.
- .....

## 7. Responsibility for the discharge of executive functions

.....

- 7.1 The Leader delegates to the Cabinet all executive functions except those which he/she has delegated to individual Cabinet Members or to officers as set out in this Constitution. The Cabinet has established a Committee; the Barham Park Trust Committee, to decide matters relating to the Trust. The Cabinet has agreed to delegate such functions to the Barham Park Trust Committee as are set out in the Constitution in Part 4 (Terms of Reference).

- 7.6 Individual Cabinet Members may delegate their executive functions to an officer.

- 7.7 If the Leader makes any changes to the allocation of functions and delegations he/she shall either:

- (i) Report the change to the Council or;
- (ii) Notify the Monitoring Officer in writing of the change

And no change shall be effective until either (i) or (ii) has been complied with. The Monitoring Officer shall as soon as practicable report any change notified to him/her to Full Council.

i.

## 13. Decisions by individual Members

At the present time the Leader has not delegated authority to members to make any individual decisions. The Leader has delegated the following functions to Cabinet Members to be exercised within their portfolio area and in consultation with the Leader:

## Appendix 4

### Draft Changes to the Constitution

#### Scheme of officer delegations

#### 12. Highways and Traffic Regulation


The powers delegated to the Strategic Director Regeneration and Environment in respect of highways and related functions do not include:

- i. Strategic and high level highways and transportation matters which includes decisions which affect 4 wards or more;
- ii. Strategies or policies in respect of highways or transportation matters;
- iii. Highways and transportation matters involving expenditure over £2m for services and supplies and or £5m works;
- iv. Highways or transportation matters which have a significant effect on income;

~~Approval of traffic calming works where more than 10 valid objections have been received; and~~

~~Approval of any permanent traffic regulation order subject to more than 10 valid objections.~~

**This page is intentionally left blank**

 <p><b>Brent</b></p>	<p><b>Full Council</b> 9 July 2018</p> <p><b>Report from the Director of Legal and HR Services</b></p>
For Action	
<b>Representation of Political Groups on Committees</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Non-key
<b>Open or Part/Fully Exempt:</b> (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
<b>No. of Appendices:</b>	1
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> (Name, Title, Contact Details)	James Kinsella, Governance Manager, Executive & Members Services email: <a href="mailto:james.kinsella@brent.gov.uk">james.kinsella@brent.gov.uk</a> or Tel: 020 8937 2063

## 1.0 Summary

- 1.1 As a result of the countermanded election in Willesden Green on 21 June 2018 there is now a requirement for the Council to undertake a further review and determine the representation of different political groups on certain committees as a result of the membership and political balance on the Council having changed following the election.
  
- 1.2 Whilst an annual review of the representation of political groups was undertaken at the Annual Council meeting on 14 May 2018 this was based on a Council membership of 60 Members as the countermanded poll for Willesden Green had not been held. Following the outcome of the Willesden Green election the membership of the Council now stands at 63 Members, which has also resulted in a change on political balance on the Council triggering the need for a further review of the representation of different political groups on certain committees. Having undertaken the review, the Council then has a duty to make appointments (where necessary) to those committees giving effect to the wishes of the political group allocated the seats.

## **2.0 Recommendations**

2.1 On the basis of the review, Full Council:

- (i) agree the size of each committee remains unchanged;
- (ii) confirm (where the rules of political balance apply) the allocation of seats on committees to each of the Council's political groups as set out in the report;
- (iii) make appointments, where required, to those committees giving effect to the wishes of the political group allocated the seats;
- (iv) note that the political balance on sub-committees for the General Purposes Committee and the Licensing Committees will be reviewed at the first available meeting of the bodies.

## **3.0 Detail**

### *Representation of Political Groups*

3.1 The Council is required to review the representation of different political groups on certain committees, as soon as practicable, in specified circumstances. These circumstances include a change in Council membership and the balance of political groups.

3.2 As soon as practicable after the review, the Council then has a duty to determine the allocation to the different political groups of all seats on the relevant committees. The allocation is determined by applying the "political balance rules" prescribed by the Local Government and Housing Act 1989 and supplemented by the Local Government (Committees and Political Groups) Regulations 1990. These rules are set out in Appendix 1 to this report and are designed to ensure that the political composition of the Council's decision making and deliberative committees, as far as possible, replicates the political composition of Full Council. Subsequently, the Council has a duty to make appointments to those committees giving effect to the wishes of the political group allocated the seats.

3.3 The Committees that the political balance rules apply to have similar duties in relation to any sub-committees they may have.

3.4 Following the countermanded election in Willesden Green, the membership of the Council now stands at 63 councillors with the composition of political groups as follows:

- 60 Labour Group councillors (95.24%) and 3 Conservative Group councillors (4.76%).

3.5 The table below sets out the 5 ordinary committees of the Council which the political balance rules apply to; the size of each committee (excluding any non-voting co-opted committee members in accordance with the political balance rules); the total number of seats required to be allocated; the number

of seats each political group is strictly entitled to based on the number of group members and any adjustments required by the political balance rules.

- 3.6 There are a total of **36** ordinary committee seats to which the political balance requirements will formally apply. Whilst the 60 members of the Labour Group now constitute 95.24% of the total membership of the Council, the proportion of seats the group is strictly entitled to remains (as with the review undertaken at the Annual Council in May) **34**. However, as the political balance rules do not allow all the seats on a committee to be allocated to the same political group, at least **5** seats have to be allocated to the other political group. This will result, as before, in a final allocation of **31** seats to the Labour Group.
- 3.9 The Conservative Group are strictly entitled (based on the size of the group) to an allocation of **2** seats. However, as the Labour Group can only be allocated **31** and not 34 seats, the **3** remaining seats (as with the previous review undertaken in May) have to be allocated to the opposition group.

<b>Ordinary Committees</b>	<b>Size</b>	<b>Labour Group</b>	<b>Conservative Group</b>
		<b>60</b> <b>95.24%</b>	<b>3</b> <b>4.76%</b>
General Purposes Committee	8	7	1
Planning Committee	8	7	1
Audit & Standards Committee	5	4	1
Corporate Parenting Committee	5	4	1
Licensing Committee	10	9	1
<b>Total seats</b>	<b>36</b>		
<b>Strict Entitlement (based on a proportion of total members)</b>		<b>34</b>	<b>2</b>
<b>Final Allocation (based on the political balance rules)</b>		<b>31 (-3)</b>	<b>5 (+3)</b>

3.10 There are other committees which the political balance rules apply to but only principles (a), (b) and (d) (see Appendix 1, paragraph 3). Namely, the existing Scrutiny Committees and the Audit & Standards Advisory Committee

3.11 The table below confirms the size and make-up of these Committees. As with the annual review undertaken in May the Conservative Group is entitled to be allocated the single opposition group seat on all four Committees.

Other Committees	Size	Labour Group	Conservative Group
		60 95.24%	3 4.76%
Community and Wellbeing Scrutiny Committee	8 (plus 4 voting co-opted members and 2 non-voting co-opted members)	7	1
Resources and Public Realm Scrutiny Committee	8	7	1
Housing Scrutiny Committee	8 (2 non voting co-opted members)	7	1
Audit & Standards Advisory Committee	5 (plus up to 5 voting co-opted members)	4	1

3.12 Subsequent to allocating seats, the Council has a duty to make appointments to the specified committees giving effect to the wishes of the political group allocated the seats. Whilst this review has not resulted in any change to the overall allocation of seats on Committees, should the political groups be minded to change their membership on any of the committees these will be

detailed under the item on Committee Appointments elsewhere on the agenda.

- 3.13 The political balance rules do not apply to the Health and Wellbeing Board but it has been previously agreed that this Board comprise 4 Cabinet Members and one opposition Member and this will continue following this review.

#### **4.0 Financial Implications**

- 4.1 None specifically arising from this review..

#### **5.0 Legal Implications**

- 5.1 These are addressed in the body of the report.

#### **6.0 Diversity Implications**

- 6.1 None.

#### **Background Papers**

None.


Report sign off:

Debra Norman  
Director of Legal & HR Services

## Appendix 1

### The political balance rules prescribed by the Local Government and Housing Act 1989 ('the Act') and the Local Government (Committees and Political Groups) Regulations 1990 ('the 1990 Regulations')

1. The rules are that seats on relevant committees must be allocated to different political groups so far as reasonably practicable in accordance with the following four principles:
  - (a) that not all the seats on the body are allocated to the same political group;
  - (b) that the majority of the seats on the body is allocated to a particular political group if the number of persons belonging to that group is a majority of the Council's membership;
  - (c) subject to paragraphs (a) and (b) above, that each political group is allocated the same proportion of the total seats across all the ordinary committees of the Council as the proportion of the members of the Council that belong to that group; and
  - (d) subject to paragraphs (a) to (c) above, that each political group is allocated the same proportion of the seats on each relevant body as the proportion of the members of the Council that belong to that group.
2. Principle (c) refers to "ordinary committees" which under the Act means those appointed under section 102(1)(a) of the Local Government Act 1972, namely General Purposes Committee, Audit & Standards Committee, Corporate Parenting Committee, Planning Committee and Licensing Committee.
3. Principles (a), (b) and (d) apply to a "body" to which the Council makes appointments. The Act provides that the bodies to which this principle applies include ordinary committees (as defined above) and ordinary sub committees, advisory committees and sub-committees, and joint committees where at least 3 seats are filled by appointments made by the Council.
4. Principles (a), (b) and (d) therefore apply to the Audit and Standards Advisory Committee. Strictly speaking, according to principle (b), the Labour Group is entitled to a majority of the seats on the Committee. However, to maintain the current size of the Committee, Full Council can depart from the rules provided no member votes against the proposal.
5. By virtue of the Local Government Act 2000, principles (a), (b) and (d) also apply to the Scrutiny Committees.
6. According to principle (c) above, the General Purposes Committee, Audit & Standards Committee, Corporate Parenting Committee, Planning Committee and Licensing Committee first have to be taken together to determine the *number* of seats that should be allocated to each group. Then, in accordance with paragraph (d) above, the number of seats each political group is entitled to has to be allocated proportionately to individual committees so far as possible.
7. The political balance principles do not apply to the London Councils' Joint Committees or the Joint Health Overview and Scrutiny Committee because only one appointment on each Committee is made by the Council.

 <b>Brent</b>	<b>Full Council</b> 9 July 2018
	<b>Report from the Director of Performance, Policy &amp; Partnerships</b>
<b>2017-18 Outcome Based Reviews – Final Report</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	N/A
<b>Open or Part/Fully Exempt:</b>	Open
<b>No. of Appendices:</b>	One
<b>Background Papers:</b>	None
<b>Contact Officers:</b>	Sadie East Head of Transformation Tel. 020 8937 1507 Email <a href="mailto:Sadie.East@brent.gov.uk">Sadie.East@brent.gov.uk</a>  Fiona Kivett Change Manager Tel. 020 8937 1306 Email <a href="mailto:Fiona.Kivett@brent.gov.uk">Fiona.Kivett@brent.gov.uk</a>

## 1.0 Purpose of the Report

- 1.1 The purpose of this report is to outline the process and outcomes of the second phase of Outcome Based Review (OBR) work which focussed on domestic abuse, gangs and young people at the edge of care.

## 2.0 Recommendations

- 2.1 For Full Council to note the OBR process and outcomes which are set out in the report.
- 2.2 For Full Council to consider the interventions which have been developed through the OBR process, the benefits associated with these interventions and steps for taking these forward.

## 3.0 Detail

- 3.1 The second phase of OBRs were launched in Spring 2017. The OBRs use a design-led approach based around four stages: Discover, Define, Develop and Deliver. Each OBR has been led by a Strategic Director and supported by a Change Manager:
- Edge of Care – Althea Loderick/Fiona Kivett

- Gangs – Gail Tolley/Fiona Kivett
- Domestic abuse – Amar Dave/Sadie East

3.2 The attached report sets out:

- the OBR approach and methodology
- work undertaken in each of the four stages for the three OBRs
- findings from the OBR process
- the interventions which have been developed and the associated benefits which these can deliver
- recommendations for taking these initiatives forward
- lessons learned from the second phase of OBR work and proposals for taking forwards the approach

### OBR ideas, benefits and proposed next steps

3.3 The table below outlines the ideas, benefits and proposed next steps, with proposals for many of the projects which have come from the OBR work continuing to be developed.

OBR	Project	Outcomes	Potential benefits	Additional information
Domestic abuse	Domestic Abuse Hub	<p>Earlier reporting</p> <p>Reduced re-occurrence</p> <p>Better outcomes for survivors and families resulting from being supported to rebuild lives more quickly</p>	<p>Cost avoidance savings from a range of commissioned provision and Council services (IDVA, social care and housing) resulting from earlier intervention and reduced re-occurrence:</p> <p>Worst case: £169,575 (20% reduction) Likely case: £339,151 (40% reduction) Best case: £508,726 (60% reduction)</p>	<p>Proposed next step - six month pilot to test impact of approach based on learning from initial prototype</p>
	DA Housing	<p>Avoidance of B&amp;B costs</p> <p>Better outcomes for victims and families resulting from more stable accommodation</p> <p>Reduced re-occurrence</p> <p>Other interventions have more impact</p>	<p>Savings through avoidance of B&amp;B costs:</p> <p>Worst case: £21,013 (20% reduction) Likely case: £42,027 (40% reduction) Best case: £63,040 (60% reduction)</p> <p>Longer term benefits for families</p>	<p>Proposed next step - six month pilot to test effectiveness of approaches to support more survivors while reducing B&amp;B</p> <p>Proposed new project to consider potential cost avoidance in housing management through improved</p>

			and avoidance of social care costs	approach to DA
	DA Commissioned services	<p>Savings through combining and re-procuring contracts</p> <p>Greater impact for current spend via more joined-up, strategic approach</p> <p>Longer term savings across council services from increased focus on early intervention</p>	£42,500 initial saving(10% of total annual cost) plus 5% p.a. reduction through duration of contract	Project to implement recommendations to better align commissioning approach and to identify and agree cross-council delivery priorities
Gangs	Community led support	<p>Connecting people with existing support and programmes</p> <p>Raising aspirations</p>	Benefit of £9,754 for every young person prevented from involvement in gang related activity, with a potential wider social / economic benefit per case of £26,552	Develop proposals to set up and administer a small grant programme for community-based projects
	Youth engagement app	Improving access to out of hours youth provision in the community	Benefit of £9,754 for every young person prevented from involvement in gang related activity, with a potential wider social / economic benefit per case of £26,552	Commission next phase of app development
	Early Help service review and redesign (whole system approach)	<p>Redesigned early help approach to support more effective ways of working across departments</p> <p>Early intervention and prevention approaches resulting in cost avoidance</p> <p>Improved services for children and families</p>	Support for design of single solution approach to deliver savings proposals across CYP and Public Health	Proposed project
Ed ge of	Early response service	<p>Reduce escalation of cases and management of demand</p> <p>Reduction in number of vulnerable adolescents becoming looked after</p> <p>Increase in the number of vulnerable adolescents being safely supported in the community</p>	<p>There are potential financial savings arising from:</p> <p>(a) Step down placements</p> <p>(b) Reduced time in placements</p> <p>(c) Prevention of placement costs</p> <p>For (b) if the number of weeks was reduced</p>	Project to support the implementation of an early response service for 11 – 17 year olds

			<p>through a more effective response, this would lead to potential savings of:</p> <p>Worst case (no change) – £0  Likely case (33%) - £120k  Best case (50%) - £205k</p> <p>For (c) preventing one year of a placement with a Brent foster carer avoids £20k of costs, preventing one year of a placement with a residential home avoids £172k costs.</p> <p>The placement costs of the target group can be monitored to evidence the financial success of the intensive intervention.</p>	
Family hub / confident parenting	<p>Earlier support, preventing problems and issues from escalating and stopping families falling into crisis</p> <p>Building connections and resilience for families</p> <p>Improving multi-agency working</p>	Savings to be modelled as part of next phase based on a reduction in the need for late, more costly intervention (including avoidance of social care costs)	Workshop with community members and practitioners to take place in June 2018, with the outcomes from this workshop to inform the build and testing of the approach	<p>Report and recommendations from the review of parenting provision to be considered by CYP</p>

<b>Edge of Care / Gangs</b>	Predictive modelling	<p>Early identification of risk and reduce risk through targeted intervention</p> <p>Improved analysis and informed decision making in identifying families to work with</p> <p>Preventing escalation of cases and a reduction in incidents</p> <p>Improved outcomes for individuals and families resulting from earlier intervention</p> <p>More efficient and effective ways of working for social workers and other.</p>	Savings to be modelled as part of the prototype based on a reduction in the need for late, more costly intervention (including avoidance of social care costs)	Delivery of 6 week prototype and report to Digital Board with learning and recommendations from prototype
-----------------------------	----------------------	---	--	---

### **Proposals for using the OBR approach in future transformation projects**

3.4 The proposed Transformation Team work programme sets out a proposed approach to take forward the OBR approach. It is proposed that resource is focussed on one OBR at a time and elements of the approach are also used separately for different projects, e.g. discovery and design work or prototyping.

#### **4.0 Financial Implications**

4.1 A cost benefit analysis has been undertaken to quantify the potential cost savings and benefits associated with each programme or intervention, including the impact of broader propositions involving reforms to existing systems and working practices. At this stage, the benefits quoted in section 3.3 are largely indicative and are based on assumptions about the numbers of residents that the service can impact and the extent of the impact on the current costs (typically across a number of service areas) where known. The volumes, costs and associated savings will need to be tested and refined as part of the pilot process to develop a more robust analysis if the project is taken forward to implementation.

4.2 Two levels of benefit have been calculated:

1. The fiscal benefit to the Council, based on the potential for the project to impact on current costs
2. The wider social and economic benefit which focuses on the impact on the costs of other agencies

4.3 The current costs have been calculated from existing Brent data where available. Where Brent specific costs were not available, the costing for the Troubled Families Programme in the New Economy Manchester model have been used as a recognised source, as well as data from the Early Intervention Foundation.

4.4 In order to correct for optimism bias (the phenomenon whereby costs of a new programme tend to be understated while the benefits tend to be overstated) a prudent approach has been taken when modelling the numbers of residents impacted through the initiatives. For the Gangs project, the number of residents impacted is difficult to assess at this stage and so benefits projected from the New Economy Manchester model have been provided to illustrate the potential benefits.

## **5.0 Legal Implications**

5.1 There are no legal implications arising directly out of the recommendations in relation to the OBR process.

5.2 The Council has a range of statutory powers to take forward the proposals detailed in the OBR approach.

## **6.0 Equality Implications**

6.1 Equality implications have been considered throughout the OBR process including ensuring a diverse range of groups and individuals fed into the process at all stages and helping to identify and shape the ideas which have been developed.

6.2 Equalities analysis will be carried out as appropriate for any projects which are implemented.

## **7.0 Consultation with Ward Members and Stakeholders**

7.1 A wide range of stakeholders, including local residents, community groups, partners and Members have been engaged in the OBR process. This has included attending a stakeholder event at the start of the OBRs, engaging in the community research, a visioning event in October 2017 and supporting the development of ideas. An update on the discovery phase of the OBR was also presented to the Resources and Public Realm Scrutiny Committee in September 2017.

7.2 There will be continued opportunities for engagement during the next phase of projects.

## **8.0 Human Resources/Property Implications (if appropriate)**

8.1 Resources, including staff resources which are required to take forward projects are set out in the table above. Some of the projects being developed could require accommodation (e.g. family hub and domestic abuse hub) however it is anticipated that these will operate out of existing council premises.

**Report sign off:**

**PETER GADSDON**

Director of Policy, Performance and Partnerships

# BRENT 2020 – OUTCOME BASED REVIEWS ROUND 2 FINAL REPORT

## INTRODUCTION

### Brent 2020

Brent's vision for 2020 sets out five key priorities which will have a significant impact in improving local people's opportunities and life chances:



- Housing and business related growth
- Employment and skills
- Regeneration
- Demand management
- Raising income

In delivering these priorities, Brent seeks to develop a much sharper focus on services designed around the individual and create better outcomes for those residents with complex circumstances. We are working to facilitate much closer cross council and inter-agency working on common themes and address the big issues affecting the future of the borough.

### Outcome Based Reviews

We have been addressing these priorities through a range of means including Outcome Based Reviews (OBRs) aimed at developing radical solutions to delivering better, sustainable service models and outcomes. OBRs were established in January 2016 and set out to:

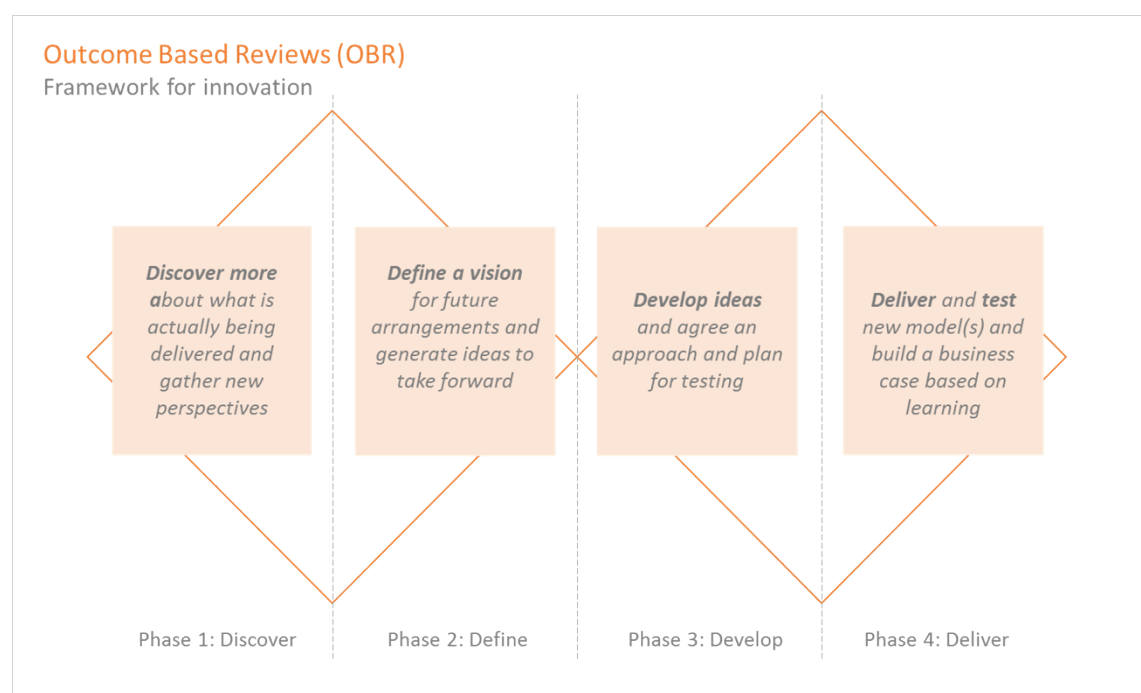
- gather rich insights and understand challenges through new perspectives
- create something different (new solutions, different relationships and ways of working)
- build new capabilities in service design processes and innovation capacity
- deliver improved outcomes for Brent residents

OBR themes have been selected as areas where we have budget pressures but also where we recognise that a system wide approach would bring benefits to residents. In year one, the three themes were: Employment Support and Welfare Reform; Housing Vulnerable People and Regeneration (Physical, Environmental and Social). The themes for the second round of OBRs are Domestic Abuse, Gangs, and Young People on the Edge of Care.

## The OBR approach

The OBR approach has been a new way of working for the Council which has involved using design-led methods to discover new perspectives on challenges, engage a diverse stakeholder group in turning insights into ideas and generate principles and a broader vision for success in each of the three areas. Each OBR has been led by a Strategic Director and coordinated by a Change Manager. The work was based around four phases – discover, define, develop, deliver.

Figure 1: OBR framework



## The 2017-18 OBRs in context

The OBR themes of domestic abuse, gangs and edge of care emerged in part in response to a 2016 project which examined opportunities for managing demand in relation to Looked After Children (LAC) in Brent. The review found that 31% of cases may be avoidable and that the key drivers in relation to children becoming looked after were domestic abuse, teenagers/gangs and the toxic trio (domestic abuse, mental ill-health and substance misuse). The three OBRs have focused on identifying opportunities for earlier intervention and targeted prevention to identify and tackle these issues more quickly to prevent escalation, minimizing the impact to families and the related costs to the council and the wider public sector. This work has been carried out in the context of wider research and evidence around the benefits of early intervention approaches.

*'Early intervention can significantly improve mental and physical health, educational attainment and employment opportunities and can help prevent criminal behaviour (especially violent behaviour), drug and alcohol misuse and teenage pregnancy. The economic benefits of early intervention are clear and consistently demonstrate good returns on investment'.<sup>1</sup>*

There is a wide body of evidence of the effectiveness of early intervention approaches and also of the economic and social benefits of investment in early intervention. Analysis carried out by the Early Intervention Foundation (EIF) has estimated the cost of late intervention for children and young people in Brent at a total of £80m per year.<sup>2</sup> This includes the costs of school absence and exclusion, children's social care, child injuries and mental health problems, substance misuse, economic inactivity and crime and anti-social behaviour.

However, it is recognised that it can be challenging to demonstrate direct impact of early intervention owing to the need for evaluation over significant periods of time and the difficulties in demonstrating direct causal links between early interventions and outcomes for people. A report on the benefits of early intervention commissioned by the LGA states:

*'This review...found that in general there is an economic case finding that in general 'long term cost savings are likely to exceed the cost of the initial investment...However, none of the research provides evidence of long term cash savings actually being delivered (or realised) in practice'.<sup>3</sup>*

The starting point for the OBRs was defining the outcome that each project was setting out to deliver. Following this a design methodology was applied to better understand the problem from the perspective of those directly affected, identifying opportunities to make an impact and where procedures and practice need to change. The initial outcomes were defined:

- *Domestic abuse*: Increasing the number of victims and perpetrators of domestic abuse who are able to access early intervention and support to prevent re-occurrence;
- *Gangs*: Reducing the levels of gang related offending; and
- *Edge of care*: Increasing the number of vulnerable adolescents being safely supported in the community.

During the OBRs it became clear that the work within the Edge of Care and Gangs OBRs needed to be closely linked, in particular during the design phase of ideas.

---

<sup>1</sup> Graham Allen MP, <sup>1</sup> Early intervention the next steps (2011)

<https://www.gov.uk/government/publications/early-intervention-the-next-steps--2>

<sup>2</sup> Spending on Late Intervention, How we Can Do Better for Less, Early Intervention Foundation, 2015

<sup>3</sup> Developing a Business Case for Early Interventions and Evaluating Their Value for Money, LGA Education and Children's Services Research Programme, 2011 <https://www.nfer.ac.uk/publications/EITS01>

This report sets out how the Domestic Abuse, Gangs, and Young People on the Edge of Care OBRs have developed and tested a set of ideas for:

- Victims of domestic abuse and their families to better support them in coming forward and getting the right support as early as possible;
- Earlier and/or improved interventions for young people at risk of becoming involved in gangs; and
- Earlier and/or improved interventions for young people at risk of becoming looked after.

The report traces the development of these ideas through extensive research with residents, community groups and frontline professionals, engaging around 200 people. It provides an overview of the interventions which have been developed, why they are different and the potential benefits, including financial benefits and wider economic benefits, for each approach. Finally, the report includes recommendations for developing these interventions as well as a summary of lessons learned through the OBR process to inform future work.

### **Building the financial and economic case**

Detailed financial and economic analysis has been undertaken to quantify the potential benefits from investment in the different projects. At this stage, the benefits are largely indicative based on assumptions about the numbers of residents that the service can impact and the extent of the impact on the current costs arising. The volumes, costs and associated assumptions will be tested and refined as part of a pilot process to develop a more robust analysis if the project is taken forward to implementation.

Two levels of benefit have been calculated:

1. The fiscal benefit to the Council, based on the potential for the project to impact on current costs
2. The wider social and economic benefit which focuses on the impact on the costs of other agencies

The current costs have been calculated from existing Brent data where available. Where Brent specific costs are not available, the costing for the Troubled Families Programme in the New Economy Manchester model have been used as a trusted and recognised source, as well as data from the Early Intervention Foundation. The numbers of residents supported and impacted through the initiatives has also been moderated based on a prudent assumption of the capacity of the proposed project. For the Gangs project, the number of residents impacted is difficult to assess until more work has been done and so for this project the unit costs have been calculated to illustrate the potential benefits. The potential benefits from the Gangs initiative will be further assessed through the projects.

The OBR summary table on page 5 summarises the potential benefits.

## OBR SUMMARY

The table below provides a summary of projects resulting from the 2017/18 OBRs. Full details of the projects and the individual phases of the OBRs are outlined in the following sections of this report.

OBR	Project	Outcomes	Potential benefits	Additional information
Domestic abuse	One stop shop approach	<p>Earlier reporting</p> <p>Reduced re-occurrence</p> <p>Better outcomes for survivors and families resulting from being supported to rebuild lives more quickly</p>	<p>Cost avoidance savings from a range of commissioned provision and Council services (IDVA, social care and housing) resulting from earlier intervention and reduced re-occurrence:</p> <p>Worst case: £169,575 (20% reduction) Likely case: £339,151 (40% reduction) Best case: £508,726 (60% reduction)</p>	<p>Proposed next step - six month pilot to test impact of approach based on learning from initial prototype</p>
	DA Housing	<p>Avoidance of B&amp;B costs</p> <p>Better outcomes for victims and families resulting from more stable accommodation</p> <p>Reduced re-occurrence</p> <p>Other interventions have more impact.</p>	<p>Savings through avoidance of B&amp;B costs:</p> <p>Worst case: £21,013 (20% reduction) Likely case: £42,027 (40% reduction) Best case: £63,040 (60% reduction)</p> <p>Longer term benefits for and potential avoidance of costs, e.g. social care, commissioned</p>	<p>Proposed next step - six month pilot to test effectiveness of approaches to support more survivors while reducing B&amp;B</p> <p>Proposed new project to consider potential cost avoidance in housing management through improved</p>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Gangs</p>	<p>DA Commissioned services</p>	<p>Savings through combining and re-procuring contracts</p> <p>Greater impact for current spend via more joined-up, strategic approach</p> <p>Longer term savings across council services from increased focus on early intervention</p>	<p>support services.</p> <p>£42,500 initial saving (10% of total annual cost) plus further 5% p.a. reduction through duration of contract</p>	<p>approach to DA</p> <p>Project to implement recommendations to better align commissioning approach and to identify and agree cross-council delivery priorities</p>
	<p>Community led support</p>	<p>Connecting people with existing support and programmes</p> <p>Raising aspirations</p>	<p>Benefit of £9,754 for every young person prevented from involvement in gang related activity, with a potential wider social / economic benefit per case of £26,552</p>	<p>Develop proposals to set up and administer a small grant programme for community-based projects</p>
	<p>Youth engagement app</p>	<p>Improving access to out of hours youth provision in the community</p>	<p>Benefit of £9,754 for every young person prevented from involvement in gang related activity, with a potential wider social / economic benefit per case of £26,552</p>	<p>Commission next phase of app development</p>
	<p>Early Help service review and redesign (whole system approach)</p>	<p>Redesigned early help approach to support more effective ways of working across departments</p> <p>Early intervention and prevention approaches resulting in cost avoidance</p> <p>Improved services for children and families</p>	<p>Support for design of single solution approach to deliver savings proposals across CYP and Public Health</p>	<p>Proposed project</p>
	<p>Early response service</p>	<p>Reduce escalation of cases and management of demand</p>	<p>There are potential financial savings arising from:</p>	<p>Project to support the implementation of an early</p>

of Ca		<p>Reduction in number of vulnerable adolescents becoming looked after</p> <p>Increase in the number of vulnerable adolescents being safely supported in the community</p>	<p>(a) Step down placements</p> <p>(b) Reduced time in placements</p> <p>(c) Prevention of placement costs</p> <p>For (b) if the number of weeks was reduced through a more effective response, this would lead to potential savings of:  Worst case (no change) – £0  Likely case (33%) - £120k  Best case (50%) - £205k</p> <p>For (c) preventing one year of a placement with a Brent foster carer avoids £20k of costs, preventing one year of a placement with a residential home avoids £172k costs.</p> <p>The placement costs of the target group can be monitored to evidence the financial success of the intensive intervention.</p>	<p>response service for 11 – 17 year olds</p>
	Family hub / confident parenting	Earlier support, preventing problems and issues from escalating and stopping families falling into crisis	Savings to be modelled as part of next phase based on a reduction in the need for late, more	Workshop with community members and practitioners to take place in June

		<p>Building connections and resilience for families</p> <p>Improving multi-agency working</p>	<p>costly intervention (including avoidance of social care costs)</p>	<p>2018, with the outcomes from this workshop to inform the build and testing of the approach</p> <p>Report and recommendations from the review of parenting provision to be considered</p>
<p>Edge of Care / Gangs</p>	<p>Predictive modelling</p>	<p>Early identification of risk and reduce risk through targeted intervention</p> <p>Improved analysis and informed decision making in identifying families to work with</p> <p>Preventing escalation of cases and a reduction in incidents</p> <p>Improved outcomes for individuals and families resulting from earlier intervention</p> <p>More efficient and effective ways of working for social workers and others.</p>	<p>Savings to be modelled as part of the prototype based on a reduction in the need for late, more costly intervention (including avoidance of social care costs)</p>	<p>Delivery of 6 week prototype and report to Digital Board with learning and recommendations from prototype</p>

# DOMESTIC ABUSE OBR

## OBR: DOMESTIC ABUSE

### PHASE 1: DISCOVER

The discover phase of the OBR involved a wide range of engagement including in-depth interviews and focus groups with individuals and professionals. The table below provides a snapshot of groups and individuals engaged during the discover phase for the Domestic Abuse OBR:

Domestic Abuse	
<b>Community engagement:</b>	
<ul style="list-style-type: none"> <li>• 3 x ethnography</li> <li>• 2 x Refuge residents focus groups</li> </ul>	<ul style="list-style-type: none"> <li>• IDVA client focus group</li> <li>• Perpetrator interviews</li> </ul>
<b>Professional engagement:</b>	
<ul style="list-style-type: none"> <li>• Safer Brent Partnership</li> <li>• Violence Against Women &amp; Girls (VAWG) Delivery Group</li> <li>• VAWG Forum</li> <li>• Hestia/Advance (IDVA and MARAC service)</li> <li>• Look Ahead/De Paul (Refuge provision)</li> <li>• Place2Be</li> <li>• Freedom Programme</li> <li>• Asian Women's Resource Centre</li> <li>• Refuge</li> <li>• Fire Service</li> </ul>	<ul style="list-style-type: none"> <li>• DVIP (perpetrator programme and children's play therapy)</li> <li>• Police</li> <li>• Probation services</li> <li>• CCG Children's Safeguarding</li> <li>• NHS Mental Health Services</li> <li>• Council Services (Community Protection, Children's and Adults Safeguarding, Troubled Families, Localities, Public Health, Housing Needs, Housing Management)</li> </ul>

In addition, other research was carried out including:

- Data gathering
- Customer journey mapping
- Service mapping
- Horizon scanning

## KEY FINDINGS

### Key facts:

Brent had 5,533 domestic incidents in 2016/17 and 5,351 in 2017/18.

Brent had the 7th highest number of domestic abuse and violent domestic abuse crimes in comparison to similar London boroughs in the 12 months to December 2016. Brent is one of five similar boroughs that has seen an increase in violence with injury domestic abuse crimes.

Most victims (76%) are female and between 20-49.

Victims from black communities are over-represented and those from Asian communities under-represented.

More than 1 in 5 (22%) of DA victims are repeat victims.

DA is a factor in over a quarter (27%) of child and family assessments in Brent.

The Housing Needs Service sees around 50 DA cases per year and around a third of DA cases are accepted as homeless.

Harlesden and Stonebridge have the highest rates of police reported DA

### Key themes from community and professional research:

*"The Freedom programme was empowering – it helped me understand what happened wasn't my fault."*

*"Living in a B&B with my children was so bad I thought about returning to my abusive partner."*

*"People working with DA don't know who is who – clients get referred to the wrong services."*

*"We need to work holistically with the whole family, perpetrator, victims and children."*

#### Domestic Abuse OBR: Key themes

- Many of the services being offered by Brent are seen as good and people feel they are effective. E.g. IDVA service, Freedom Programme, Perpetrator Programme.
- There is a lack of a joined-up strategic approach to DA across council departments.
- Housing is a major issue: levels of service can be poor and there is a lack of understanding of DA, the lack of a secure home can be a major barrier in re-building lives, there is a presumption that the victim should always leave the home which may not be the best option in some cases (especially in cases where there are children).
- The system is complex and can be challenging to navigate – both for service users and professionals. Professionals find it hard to work effectively together across services and organisations.
- A whole family approach is vital and more needs to be done to work effectively with fathers.
- Specific barriers e.g. language and no-recourse to public funds need to be considered.
- There should be more education and awareness for young people about healthy relationships and DA.

### PHASE 2: DEFINE

A synthesis process was carried out to generate insights and questions from the research. These included:

- **Awareness** - How do we create better awareness around recognising the signs of DA and encourage people to talk about DA to enable early intervention?
- **Access** - How do we simplify the system to make it easier for victims of DA to navigate?
- **Support for victims and families** - How do we develop a holistic and joined-up approach to working with families?
- **Housing** - How do we better support victims of DA to remain in their home if it is safe to do so?
- **Training and connection** - How do we better join up our approach to DA in Brent?

These questions were used as the basis of the visioning day which took place on 4 October 2017.

Around 100 stakeholders attended the visioning day, including Council services, elected members, partner organisations, voluntary sector organisations and individual residents. Attendees used the stories, insights and questions developed from the research to develop new ideas for addressing issues.



#### Summary of key ideas:

##### Ideas from OBR visioning event: Domestic abuse

- Domestic violence specialist within housing services
- A one stop shop for victims of domestic abuse to access services
- Better access to training for frontline staff
- More awareness raising to encourage people to come forward early, including healthy relationships training in schools
- Finding ways to make it easier for people affected by domestic abuse (and professionals) to navigate the system

### PHASE 3: DEVELOP

Following the visioning day, a series of projects was agreed for each OBR to take forward the ideas developed through the process. Some projects were linked to more than one OBR as similar themes had emerged, for example the importance of a whole family approach.

This development process involved extensive engagement with stakeholders across Council services as well as in partner organisations to develop a workable approach and to ensure buy in and ownership of the ideas being developed amongst those who would need to be involved in their delivery. Engagement with service users and residents also continued to feed into this phase of the work.

Key activities included:

- A council-wide review of commissioned provision;
- Development of and recruitment to a specialist domestic abuse housing role;
- Mystery shopping exercise into how homelessness services respond to cases where domestic abuse is a presenting factor;
- DA training for housing needs staff;
- Mapping of existing DA provision in Brent including services, awareness and information programme, training for professionals
- Case analysis, review and financial modelling to map levels of opportunity to support victim and families to gain sustainable accommodation more quickly and explore potential reductions in B&B and temporary accommodation costs; and
- Development, delivery and evaluation of a four week prototype of a domestic abuse one stop shop.

Ideas were taken forward in different ways, for example some ideas (such as the single point of contact for domestic abuse in housing needs) were quickly agreed with the service and plans put in place to implement them (this role is currently being recruited to). Others were taken forward using a project approach and a final set of ideas were developed using prototyping.

The OBR work also fed into a response to the government's domestic abuse bill consultation.

A summary of the projects developed from the Domestic Abuse OBR ideas, their benefits, current status and the opportunities for further developing this work are included in the tables below.

## One stop shop approach (DA OBR)

### The idea

A drop in centre operating ½ day per week offering specialist multi-agency support with the aim of building trust to encourage earlier reporting and using a multi-agency approach to assist survivors and professionals to navigate the system more quickly and effectively, increasing the effectiveness of interventions and reducing the amount of time spent by professionals chasing other services.

### What issue is it addressing?

The OBR research found:

- Victims have a lack of trust in reporting to statutory services.
- System is complex to navigate for survivors and professionals.
- Victims would come forward earlier if they were aware of the support available.
- Specialist IDVAs spend a lot of time chasing other services.

Research has indicated that 85% of victims of DA sought help from professionals five times on average before they got effective support to stop abuse.<sup>4</sup>

There is an immediate and longer term cost to late intervention including the cost of additional DA incidents and the longer term impact that prolonged abuse can have on victims and families. The UK annual fiscal costs for late intervention in cases of domestic abuse are estimated at £4,058 million. £317m of these costs relate to social services and £181m to housing and refuges.<sup>5</sup>The total cost per family affected by domestic abuse has been estimated as £18,730.<sup>6</sup>

### Why is it different?

This is a low cost way of bringing domestic abuse services for victims and families together to work in a joined up way to support the victim. Survivors can access IDVA support as well as support and advice in relation to housing, legal issues, employment and cyber security in one space.

The centre provides a safe environment to encourage victims to present earlier and receive more joined up support. It increases the impact of the effective work already being carried out in Brent, providing better value for money and reducing the wasted time spent by skilled professionals such as IDVAs in chasing other services on behalf of their clients.

<sup>4</sup> Getting it Right First Time, SafeLives, 2015 <http://www.safelives.org.uk/policy-evidence/policy-and-research-library>

<sup>5</sup> The Immediate Fiscal Cost of Late Intervention for Children and Young People, Technical Report, 2015 <http://www.eif.org.uk/publication/spending-on-late-intervention-how-we-can-do-better-for-less/>

<sup>6</sup> Getting it Right First Time, SafeLives, 2015 <http://www.safelives.org.uk/policy-evidence/policy-and-research-library>

<p><b>Current status</b></p> <p>A short prototype (4 x 5hr sessions) took place in May in the Fawood Children’s Centre to test the approach with survivors and professionals. Headline feedback includes:</p> <ul style="list-style-type: none"> <li>• 18 individuals accessed the centre (16 out of 18 completed an exit survey)</li> <li>• There were 30 interactions with professionals</li> <li>• 94% (15 out of 16) said they felt more confident about their situation as a result of visiting</li> <li>• 94% (15 out of 16) felt safer</li> <li>• 100% said they would visit again</li> <li>• 100% said the service would have encouraged them to seek support sooner</li> </ul> <p><i>“I got much more help than I dreamed of because everything is in one place” – client</i></p> <p><i>“It is very effective being able to bring in additional support for clients straight away” - professional</i></p>	<p><b>Proposed next steps</b></p> <p>It is proposed that a longer term pilot be developed to enable further testing of the approach over a six month period. This pilot would seek to identify:</p> <ul style="list-style-type: none"> <li>• Does this approach encourage earlier reporting?</li> <li>• Does it reduce re-occurrence?</li> <li>• Does it result in victims feeling safer, more confident etc?</li> <li>• What are the benefits for services of being co-located once a week?</li> </ul> <p>This would be informed by further analysing how this model works in other Councils e.g. Bexley, Bromley, Mid Kent and Medway, Barnet, Merton and Barking &amp; Dagenham.</p>
<p><b>Cost of intervention</b></p> <p>Costs are minimal as existing council premises would be used to host the one stop shop and the prototype has demonstrated that council and voluntary sector service providers see a benefit in offering their existing services through this approach.</p> <p><b>Six month pilot of approach - £13,400 (no existing budget)</b></p> <ul style="list-style-type: none"> <li>• Coordination and evaluation - £12,900 (0.5 FTE PO2 for six months).</li> <li>• Publicity and basic running costs (stationery, refreshments etc) - £500</li> </ul>	<p><b>Benefit to Council</b></p> <p>Cost avoidance savings from a range of commissioned provision and Council services (IDVA, social care and housing) resulting from earlier intervention and reduced re-occurrence.</p> <p>Worst case: <b>£169,575</b> (20% reduction)          Likely case: <b>£339,151</b> (40% reduction)          Best case: <b>£508,726</b> (60% reduction)</p> <p>Estimated annual savings based on a target of the intervention reaching 161 incidents per year (3% of total annual incidents for Brent). The savings would be</p>

<p>Options being explored for obtaining this resource include a bid for CIL funding or a graduate placement in Community Protection.</p>	<p>less estimated annual running costs of £28k. For these cases it is estimated that there will be a 20-60% reduction in the cost through reduced incidents and re-occurrences. (Figures based on fiscal cost of DA figures calculated for Brent Troubled Families).</p> <p><b>Wider economic benefit</b> This could equate to a wider saving to the public purse of around <b>£500K</b> per year. (Based on the New Economy Manchester Model.)</p>
--	---

**DA Housing (DA OBR)**

**The idea**

Housing Single Point of Contact (SPOC):

A new post has been created in the Housing Needs structure which will take the lead on DA cases, drive up improvements in service to customers presenting with DA across Housing Needs, share knowledge across the service and attend key multi-agency groups e.g. MARAC to improve understanding of and response to people reporting DA and improve multi-agency working. The key purpose of the Domestic Abuse Housing Officer role is to provide a specialist service to survivors of domestic abuse seeking housing assistance. The role also manages the Sanctuary Scheme which helps survivors of domestic abuse to remain in their homes. The role also offers housing assistance in the community, such as in refuges and Community Hubs in Brent.

The postholder will work strategically with a range of partner organisations to promote the domestic abuse agenda and the Sanctuary Scheme. The role will seek to empower survivors of domestic abuse to support them with finding a solution to their housing crises, and particularly:

- Engaging individuals in the borough experiencing a housing crisis and managing their expectations in relation to the private rented property market in order to make the decision for themselves.
- Linking those individuals with, and advocating for, the right assistance in existing services to address their holistic needs.
- Avoiding a placement in Temporary Accommodation by receiving timely assistance in relation to their housing crisis.

Secure accommodation for DA survivors:

Research shows that survivors of DA are likely to lose secure tenancies as a result of fleeing from violence. Further case analysis will identify level of opportunity to support victims of DA and their families to remain in their home (if safe to do so) using schemes such as the Sanctuary Scheme and to support those with secure tenancies to retain their tenancy. This is in line with a Private Members Bill currently going through Parliament which seeks to give additional rights to victims of DA in relation to secure tenancies.

**What issue is it addressing?**

OBR research found that:

- Survivor and professionals did not always receive an effective service from front line council staff. These anecdotal findings were backed up by a mystery shopping exercise, see below.
- Survivors report that uncertainty over housing is a factor in returning to perpetrator and in delaying ability to rebuild their life (and that of their family) and benefit fully from other interventions.

**Why is it different?**

Secure housing is a fundamental issue for people affected by domestic abuse. These interventions are designed to drive improvements in the level of customer service being provided by Housing Needs staff, ensure Housing Needs staff are working effectively as part of a multi-agency response to DA and to develop ways to avoid survivors of DA becoming homeless which can have an ongoing impact on their lives and those of their children.

Mystery shopping exercise<sup>7</sup> found that:

- Approaches to dealing with DA were process rather than person driven
- There were significant gaps in knowledge of staff dealing with DA including understanding of the dynamics of DA, understanding of relevant legislation and understanding of appropriate housing options for people fleeing DA
- Staff dealing with DA were not always following best practice even if they were aware of it
- Basic provisions e.g. private spaces for interviews were not provided even when requested
- There was very little signposting to other relevant services.

(These findings were common across all five boroughs who took part.)

Research has indicated that being in settled accommodation is vital to enable survivors to re-build their lives including dealing with health concerns and re-entering employment.<sup>8</sup> It has also suggested that survivors are likely to move several times after fleeing domestic abuse and that 41% of victims who had secure tenancies when entering a refuge lost their tenancy as a result of fleeing.<sup>9</sup> In addition, both living with domestic abuse and homelessness have been found to have a significant long term impact on children.<sup>10</sup>

<sup>7</sup> Brent Council, London Domestic Abuse Mystery Shopping Exercise, 2017 (exercise carried out with Harrow, Hounslow, Hillingdon and Southwark Councils)

<sup>8</sup> Finding the Cost of Freedom, Solace Women's Aid, 2014, <http://solacewomensaid.org/wp-content/uploads/2014/06/SWA-Finding-Costs-of-Freedom-Report.pdf>

<sup>9</sup> The Price of Safety, Solace Women's Aid, 2016, [http://solacewomensaid.org/wp-content/uploads/2015/11/Solace-Womens-Aid-housing-report\\_The-price-of-safety\\_Mar16.pdf](http://solacewomensaid.org/wp-content/uploads/2015/11/Solace-Womens-Aid-housing-report_The-price-of-safety_Mar16.pdf)

<sup>10</sup> Early Intervention in Domestic Abuse, Early Intervention Foundation, 2015 <http://www.eif.org.uk/publication/early-intervention-in-domestic-violence-and-abuse/>; Impacts of Homelessness on Children, Shelter, 2017, [https://england.shelter.org.uk/.../2017\\_12\\_20\\_Homelessness\\_and\\_School\\_Children](https://england.shelter.org.uk/.../2017_12_20_Homelessness_and_School_Children)

<p><b>Current status</b></p> <p>A DA specialist housing role has been designed and is being recruited to. Mystery Shopping exercise has been carried out and DA training has been provided to Housing Needs staff.</p>	<p><b>Proposed next steps</b></p> <p>Six month pilot, carried out by the DA housing specialist, to look at how the Housing Needs service can work differently to support more victims to retain their home or tenancy (when safe). This would include joint working with the Police (via Community Protection) to consider how effective legal means of removing perpetrators from properties can be better utilised.</p> <p>Early intervention and work with survivors can prevent the need to go into B&amp;B accommodation. Through the dedicated service, if the survivor has to go into B&amp;B (where an alternative is not immediately available) their enquiries will be concluded within a shorter timeframe to facilitate the move into more suitable and sustainable accommodation.</p>
<p><b>Cost of intervention</b></p> <p>There is no cost to the six-month pilot. Work would be led by the Housing DA Single Point of Contact which is already funded. Costs for interventions such as additional security (Sanctuary Scheme) would be within the allocated budget which is currently underspent.</p> <p>A longer term model would use savings from B&amp;B spend to fund any costs associated with additional use of Sanctuary Scheme.</p>	<p><b>Benefit to Council</b></p> <p>Worst case: £21,013 (20% reduction in B&amp;B placements)          Likely case: £42,027 (40% reduction)          Best case: £63,040 (60% reduction)</p> <p>The LAC demand management review carried out in 2016 indicated that DA was a presenting factor in a quarter of children services referrals in Brent. Wider research also shows the impact of homelessness on outcomes for children. For every family where this intervention avoids temporary accommodation or homelessness there is a potential saving in social care costs.</p> <p><b>Wider economic benefit</b></p> <p>It has not been possible to model the wider economic benefit for Brent but the EIF estimates the annual fiscal costs for late intervention in cases of domestic abuse related to housing and refugees at £181m.<sup>11</sup></p>

<sup>11</sup> The Immediate Fiscal Cost of Late Intervention for Children and Young People, Technical Report, 2015 <http://www.eif.org.uk/publication/spending-on-late-intervention-how-we-can-do-better-for-less/>

## DA Commissioned Services Review (DA OBR)

### The idea

This review has been completed. Recommendations include:

- A set of priorities for tackling DA through early intervention is developed and agreed across front line services, in particular Housing Needs, Housing Management and Social Care.
- All DA commissioning is informed by the above priorities and the Brent VAWG strategy (part of the Community Safety Strategy).
- An aligned specification covering all DA commissioned service areas, in line with agreed strategic priorities, is developed and used as the basis of recommissioning services at contract end dates. Contract start/end dates are aligned to move towards combined commissioning approach from 2020.
- A single lead in the Council for DA commissioning and contract management is put in place to ensure specialist DA knowledge is used to inform commissioning decisions.
- Best practice in evidence based, user-focussed commissioning and contract monitoring and evaluation is used across all DA contracts.

### What issue is it addressing?

Lack of strategic vision, priorities, targets and approach to DA across council services dealing with domestic abuse.

Opportunities for impact through current spend and staff resources not being maximised as work is fragmented.

Some DA services being commissioned without involvement of DA specialists.

### Why is it different?

This would result in a cross-Council approach to domestic abuse with a focus on key front line services such as housing and children's social work. Treating DA as a priority would result in earlier interventions and would contribute to cost avoidance across these front line services.

Implementing recommendations would also result in a more joined-up commissioning approach focussing on an agreed set of priorities, resulting in greater impact for current spend and delivering savings.

### Current status

Report shared and agreed with commissioning leads across relevant services (Community Protection, ASC, Housing Needs, CYP).

### Proposed next steps

It is proposed that the Transformation Team works with Community Protection and other services involved to develop and agree DA priorities and to implement the recommended approach to commissioning.

### Cost of intervention

None identified.

### Benefit to Council

The total annual cost of DA commissioned contracts is £425,000. A 10% saving would deliver £42,500. A further 5% per year saving would be built into the contract based around approaches to earlier intervention reducing demand for high cost IDVA support over five years.

In addition the social value element (currently 10%) of contracts would be increased.

A targeted approach to prioritise DA across frontline council services would contribute to the delivery of savings including children in care, temporary accommodation and housing management (ASB, repairs, evictions).

## PHASE 4: DELIVER

Proposed next steps are outlined in the tables above, with proposals for many of the projects which have come from the OBR work continuing to be developed.

These include:

PROJECT	POTENTIAL IMPACT	POTENTIAL SAVING
<i>DA One Stop Shop</i> - A six month pilot to test impact of approach based on learning from initial prototype of a one stop shop for domestic abuse.	Cost avoidance savings from a range of commissioned provision and Council services (IDVA, social care and housing) resulting from earlier intervention and reduced re-occurrence (based on 5,351 cases per year and a 22% rate of repeat cases): 20% reduction 40% reduction 60% reduction	          £169,575 £339,151 £508,726
<i>Housing</i> - A six month pilot to test effectiveness of new approaches within Housing to support more survivors while reducing B&B	% Reduction in B&B placements for DA victims 20% based on 50 cases per year. 20% reduction 40% reduction 60% reduction	          £21,013 £42,027 £63,040
<i>Commissioning</i> - A project to implement recommendations from the review of commissioned services to develop and agree cross council priorities and better align commissioning approach.	10% reduction in overall cost of commissioned services (plus additional 5% reduction per year over 5 year contract.)	£42,500 in first year plus additional 5% per year.

# GANGS OBR

## OBR: GANGS

### PHASE 1: DISCOVER

The discover phase of the OBR involved a wide range of engagement including in-depth interviews and focus groups with individuals and professionals. The table below provides a snapshot of groups and individuals engaged during the discover phase for the Gangs OBR:

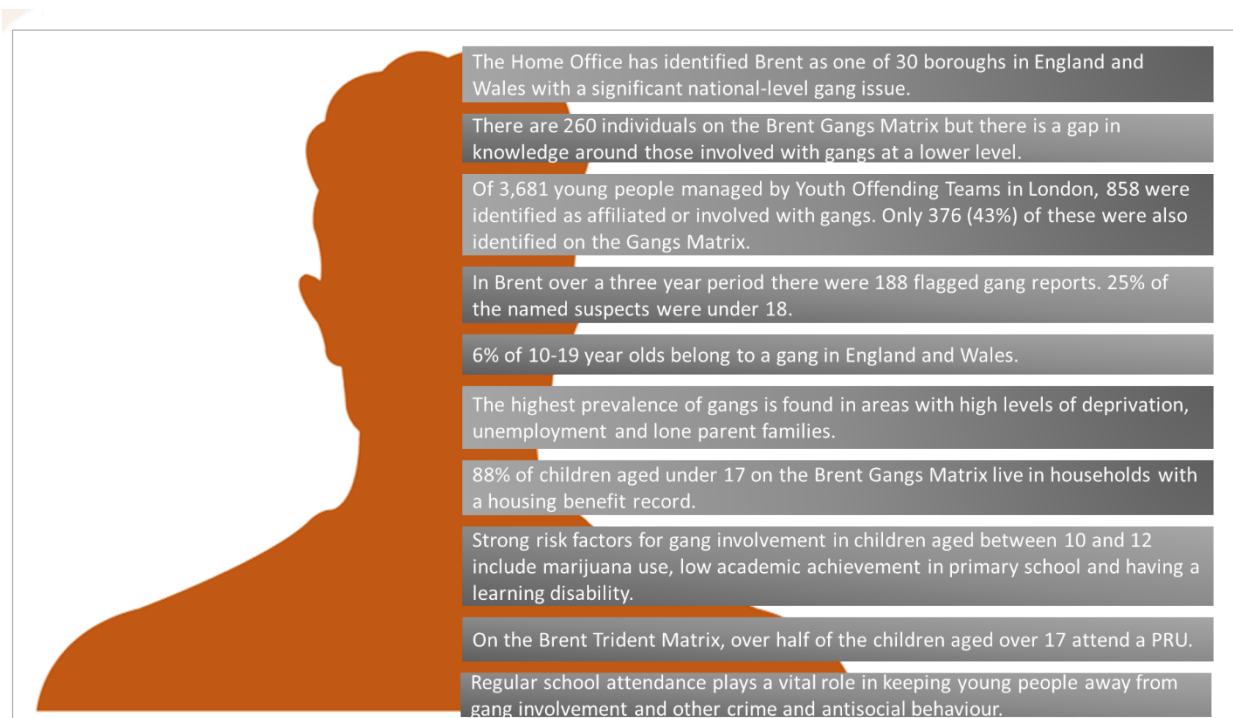
Gangs	
<b>Community engagement:</b>	
<ul style="list-style-type: none"> <li>• 3 x ethnography</li> <li>• parents focus group</li> <li>• focus groups with Yr. 7 / 8 students</li> <li>• local residents (Harlesden, Church Road, Stonebridge &amp; South Kilburn) focus groups</li> </ul>	<ul style="list-style-type: none"> <li>• families focus group</li> <li>• conversations with grassroots organisations</li> <li>• Somali community focus group</li> </ul>
<b>Professional engagement:</b>	
<ul style="list-style-type: none"> <li>• Safer Brent Partnership</li> <li>• Borough Gang Delivery Group</li> <li>• Vulnerable Adolescents Panel (incl. Health &amp; Police)</li> <li>• Head teachers</li> <li>• Social Workers</li> </ul>	<ul style="list-style-type: none"> <li>• Council Services (Community Protection, CCTV Team, Housing)</li> <li>• Police</li> <li>• St Giles Trust</li> <li>• Safer London</li> </ul>

In addition, other research was carried out including:

- Data gathering
- Customer journey mapping
- Service mapping
- Horizon scanning

## KEY FINDINGS

### Key facts:



### Key themes from community and professional research:

*"You can get more money on the street"*

*"There is nowhere for children to go nowadays, we need to invest in that"*

*"If my child is not back by a certain time, I get scared"*

*"People need to hear from those they can relate to"*

*"More street, less office"*

*"For every person we pull out there are 10 waiting to fill their role"*

*"A multi-agency response is needed with greater tools for young people to disarm and abandon the lifestyle, tapping into the experience of ex-offenders to demonstrate the power of change"*

#### Gangs OBR: Key themes

- There are many reasons people join gangs – a lack of activities to get involved in, being unhappy at home or school, as an easy way to make money, to gain respect or family breakdown. More needs to be done to respond to and find alternatives to address the reasons why people get involved in gangs.
- Parents may not be around as working and don't see what is going on, feel their child is unjustly targeted or ask the local authority to take young people as they can't cope.
- People are concerned about vulnerable young people, a lack of respect for girls, how the media portrays and sensationalises gangs, the lack of support available and the individual stories they hear.
- Parents' fear loss of their children and fear that they might get hurt. Parents highlighted that attacks can happen anywhere. They fear that a child can accidentally find themselves in another gangs 'territory' and end up being attacked.
- More needs to be done to work with and better support parents of gang members. Parents don't know where to go for help, don't want to talk to a stranger or feel uncomfortable talking to professionals.
- Some people don't trust authorities having been let down in the past. They want support for community-led solutions and see the church and faith based community as having a core role to play.
- Young people feel professionals don't understand. Mentoring is important – time restricted programmes don't allow for proper mentoring and some parents would like to be access mentoring for parents but this isn't currently part of provision.

### PHASE 2: DEFINE

A synthesis process was carried out to generate insights and questions from the research. These included:

- **Motives** - How might we develop legitimate means to satisfy motives and stop individuals joining and remaining in gangs?
- **Role models and mentors** – How might we link young people to relatable role models and get them involved from an early age?
- **Community-based activities and support** - How might we publicise and improve access to out of hours youth provision in the community?
- **Parental awareness and support** - How might we help parents to be aware of the warning signs of gang culture and know where to seek support in the community?

These questions were used as the basis of the visioning day which took place on 4 October 2017, bringing together a range of stakeholders to generate ideas in response to the key insights from the discover phase (further details on the visioning day can be found on page 12).

#### Summary of key ideas:

##### Ideas from OBR visioning event - Gangs

- A whole system approach focused on prevention, intervention and support
- Youth engagement app
- Community-led support programme
- Awareness and support programme for parents

### PHASE 3: DEVELOP

Following the visioning day, a series of projects was agreed for each OBR to take forward the ideas developed through the process. Some projects were linked to more than one OBR as similar themes had emerged. In particular, there are close links between the Gangs and Edge of Care OBRs with the development of the Edge of Care ideas contributing to the outcome of the Gangs OBR.

Engagement with service users and residents continued to feed into this phase of the work.

Key activities included:

- A 'hackathon' bringing together over 20 young people to design the features, content and what the interactivity of an app should be;
- Consultation with over 50 young people on the production and design of a youth engagement app;
- Development of proposals for the Council's Technical Design Authority; and

- Working with grassroots organisations to develop community-led support programmes.

The whole system approach will be taken forward through the service review and redesign of the Early Help approach to support more effective ways of working across departments.

There are additional projects and provision which directly respond to some of the insights from the community research and the challenges for children and young people at risk of gang affiliation. This includes a Gangs Intervention Programme, a mentoring, sports and wellbeing programme and an early help mentor.

To address low levels of attainment of Black Caribbean boys compared to national averages, the Black Caribbean Achievement challenge programme is being delivered by Brent CYP (working with Brent Schools Partnership) to raise attainment and ensure services are targeted at families whose children are at risk of underperformance, including during early years.

Helping parents to be aware of the warning signs of gang culture was a key theme from the OBR research. There is also ongoing engagement with parents, with a coffee morning taking place in June 2018 to educate parents on the issues of county lines and gangs.

A summary of the projects developed from the Gangs OBR ideas, their benefits, current status and the opportunities for further developing this work are included in the tables below.

Youth engagement app (Gangs OBR – links with EoC)	
<p><b>The idea</b></p> <p>An app that links young people with activities, services, support and opportunities.</p>	
<p><b>What issue is it addressing?</b></p> <p>Improving access to out of hours youth provision, activities, support and advice in the community.</p>	<p><b>Why is it different?</b></p> <p>There is a lack of information about services available and ways for young people to interact positively to gain access to support and opportunities</p>
<p><b>Current status</b></p> <p>A 'hackathon', run by Ultra Education (a local provider), was held over three evenings in March at Roundwood Youth Centre. During these sessions over 20 local young people contributed and worked in groups to consider what features, content and interactivity should be included in the app. Using online software the groups of young people created wire-frame outlines for three app designs. These results, together with over 50 consultation questionnaires completed by various groups of young people (BYP, YOS and RYC users), will inform the production and design of the app.</p> <p>An initial proposal was taken to the Council's Technical Design Authority in early April which agreed further work should be taken place to develop the app idea, including making links with the team seeking to develop a Care Leavers' App to explore potential synergies. A workshop to explore these synergies, options and next steps was held in May 2018.</p>	<p><b>Proposed next steps</b></p> <p>It is proposed that work on the app (or other approach) is developed as part of the Digital Programme, linking closely with ongoing work within CYP to effectively publicise services and activities available for young people locally.</p>
<p><b>Cost of intervention</b></p> <p>Cost of a 'full' app build is estimated at around £50K, but will vary depending on number and type of features and integrations to be included in the final design. £31k from CYP budget is already allocated, the remaining funds will be bid for through the Digital Programme.</p> <p>Cheaper options, including a 'shell' app, are also being explored.</p>	<p><b>Potential benefit</b></p> <p>For every young person prevented from getting involved in gang related activity there is a potential fiscal benefit of £9,754 (based on the cost of incidents including reduced ASB incidents and reduced exclusion from school). There is also a potential wider social / economic benefit per case of £26,552.<sup>12</sup></p>

<sup>12</sup> New Economic Model - <http://www.neweconomymanchester.com/our-work/research-evaluation-cost-benefit-analysis/cost-benefit-analysis/cost-benefit-analysis-guidance-and-model>

<b>Community led support programme (Gangs OBR)</b>	
<p><b>The idea</b></p> <p>Development of a community-led support programme which:</p> <ul style="list-style-type: none"> <li>• Is location based</li> <li>• Brings together existing support being delivered in the community</li> <li>• Helps people connect with this support</li> <li>• Harnesses talent and celebrates success</li> <li>• Gives a voice and platform to community groups to design solutions</li> </ul>	
<p><b>What issue is it addressing?</b></p> <p>Connecting people with existing support and programmes to address some of the key issues and concerns around gangs</p> <p>Raising aspirations</p>	<p><b>Why is it different?</b></p> <p>Provides support for community groups to work together to generate and implement ideas</p>
<p><b>Current status</b></p> <p>Held meetings with grassroots organisations and invited bids to take forward the idea from the OBR (funded through the Partnerships Team). Two bids were initially received (with one bid withdrawing due to a lack of capacity to deliver). Further work was required on the second bid and an alternative approach to widen the engagement of community groups in this work was agreed in early May.</p> <p>Ongoing engagement with community groups including a presentation to the Independent Advisory Group for Brent Police on 17 April on the Gangs OBR and Domestic Abuse OBR.</p>	<p><b>Proposed next steps</b></p> <p>It is proposed that the idea is taken forward through a structured bid process open to community groups across Brent to deliver a project within an agreed set of criteria.</p> <p>The grant process is currently being developed. This includes grant criteria, an information event for community groups and support for bid writing.</p>
<p><b>Cost of intervention</b></p> <p>Grant funding of £50k (subject to Cabinet approval).</p>	<p><b>Benefits</b></p> <p>For every young person prevented from getting involved in gang related activity there is a potential fiscal benefit of £9,754 (based on the cost of incidents</p>

	including reduced ASB incidents and reduced exclusion from school). There is also a potential wider social / economic benefit per case of £26,552. <sup>13</sup>
--	--

---

<sup>13</sup> New Economic Model - <http://www.neweconomymanchester.com/our-work/research-evaluation-cost-benefit-analysis/cost-benefit-analysis/cost-benefit-analysis-guidance-and-model>

## PHASE 4: DELIVER

Proposed next steps are outlined in the tables above, with proposals for many of the projects which have come from the OBR work continuing to be developed.

These include:

PROJECT	POTENTIAL IMPACT	POTENTIAL SAVING
<p><i>Youth engagement app:</i> Commission next phase of app development</p>	<ul style="list-style-type: none"> <li>Improving access to out of hours youth provision, activities, support and advice in the community.</li> </ul>	<p>The number of residents impacted is difficult to assess until more work has been done and so for this project the unit costs have been calculated to illustrate the potential benefits: £9,754 for every young person prevented from involvement in gang related activity, with a potential wider social / economic benefit per case of £26,552.</p>
<p><i>Community-based projects:</i> Develop proposals to set up and administer a small grant programme for community-based projects</p>	<ul style="list-style-type: none"> <li>Connecting people with existing support and programmes</li> <li>Raising aspirations</li> </ul>	<p>The number of residents impacted is difficult to assess until more work has been done and so for this project the unit costs have been calculated to illustrate the potential benefits: £9,754 for every young person prevented from involvement in gang related activity, with a potential wider social / economic benefit per case of £26,552.</p>
<p><i>Early Help (whole system approach):</i> Service review and redesign of new early help approach</p>	<ul style="list-style-type: none"> <li>Redesigned early help approach to support more effective ways of working across departments</li> <li>Early intervention and prevention approaches resulting in cost avoidance</li> </ul>	<p>Support for design of single solution approach to deliver savings proposals across CYP and Public Health.</p>

	<ul style="list-style-type: none"><li>• Improved services for children and families</li></ul>	
--	---	--

# EDGE OF CARE OBR

## OBR: EDGE OF CARE

### PHASE 1: DISCOVER

The discover phase of the OBRs involved a wide range of engagement including in-depth interviews and focus groups with individuals and professionals. The table below provides a snapshot of groups and individuals engaged during the discover phase for the Edge of Care OBR:

Edge of care	
<b>Community engagement:</b>	
<ul style="list-style-type: none"> <li>• pop up at a parents forum</li> <li>• focus groups held with young people in care and care leavers</li> </ul>	<ul style="list-style-type: none"> <li>• focus group with young people</li> <li>• 2 x parents focus group</li> <li>• conversations with parents</li> </ul>
<b>Professional engagement:</b>	
<ul style="list-style-type: none"> <li>• Safer Brent Partnership</li> <li>• Vulnerable Adolescents Panel (incl. Health &amp; Police)</li> </ul>	<ul style="list-style-type: none"> <li>• Council services (Localities including the FAST Team, Early Help including EWOs, YOS, Family Solutions, Virtual School, Safeguarding, Transitions and Housing)</li> </ul>

In addition, other research was carried out including:

- Data gathering
- Customer journey mapping
- Service mapping
- Horizon scanning

## KEY FINDINGS

### Key facts:

In 2017 there were 320 looked after children in Brent.

26% of young people in Brent are Black, this group represents 40% in the LAC population.

Key demand drivers are domestic abuse, teenagers / gangs and toxic trio (domestic abuse, mental ill-health and substance misuse).



### Key themes from community and professional research:

*"For mum to actually be a mum"*

*"Don't know who to go to – need help but who do you trust?"*

*"If I do not move from where I currently live I would most likely see no progress in my studies or my current job. It is a barrier for me to achieve certain aims I have"*

*"Told we can't help you, we can only help your children"*

*"It feels like social services want to separate the family"*

*"Sometimes I feel the kids are in control and not the parent"*

**Edge of Care OBR: Key themes**

- There are a lot of people coming in and out of young people's lives, making it difficult to build consistent relationships. Young people say that there are very, very few people they are able to build a trusting relationship with.
- They want parents who love them and provide guidance and support – especially in adolescence.
- Young people have a range of aspirations but are not always able to describe what they care about. There are lots of things young people are proud of and they want recognition for their achievements.
- Understanding the system, knowing how to access services and having the confidence to access support are key challenges for parents. Language can also be a barrier. Some parents feel there is a lot of support for children but not a lot of support for parents. People are not aware or informed of the services and support available and feel when they do ask for help, the focus shifts to the child.
- Support isn't consistent across agencies. Parents feel judged and threatened by professionals and feel there is a lack of understanding from services of their child's behaviour and what creates it.
- There is inconsistent involvement of fathers and mothers feel the burden of parenting is on them.
- Parents need more support as their children become teenagers and parents want a safe space to access support.
- Some parents are struggling to cover costs and other parents want to access training but a lack of money and financial support affects their choice.
- Access to safe places is a concern, working patterns affect the time parents can spend with their children and there is a number of external factors within the environment that have an impact on young people.

## PHASE 2: DEFINE

A synthesis process was carried out to generate insights and questions from the research. These included:

- **Consistency of care** - How might we improve the consistency of care for young people?
- **Parenting** - How might we support parents to be confident parents? How might we gain the positive engagement / involvement of fathers?
- **Prevention work** - How might we prioritise prevention work in order to improve family functions and avoid family breakdown?
- **Role models and mentors** - How might we provide access for young people and families / parents to role models and mentors?
- **Multi-agency approach** - How might we improve multi-agency working in order to improve outcomes for children and young people?

These questions were used as the basis of the visioning day which took place on 4 October 2017 (further details on the visioning day can be found on page 12). Insights from the research also fed into an additional workshop with the Vulnerable Adolescents Panel.

### Summary of key ideas:

#### Ideas from OBR visioning event: Edge of care

- Early response service
- Parent support programme (iParent) offering advice, support and guidance
- Community parenting – community members offering their skills to support families (linked to hubs)
- Training programme for fathers and multi-agency workers to learn and train together
- Family hub led by professionals, parents and community organisations offering support to young people on the edge of care
- Mentoring social media platform (app)

## PHASE 3: DEVELOP

Following the visioning day, a series of projects was agreed for each OBR to take forward the ideas developed through the process. As with the Domestic Abuse OBR, some projects were linked to more than one OBR as similar themes had emerged, for example supporting parents to be confident parents.

Key activities included:

- Testing elements of a family hub approach as part of the Central Middlesex Hospital community hub prototype;
- Facilitating a design workshop for a family hub;
- A review of current parenting provision;
- Establishing a working group to lead the design process for an early response service and facilitating the design process; and
- Cost modelling interventions.

The design process for an early response service within the Council has been led by a working group that includes representatives from CYP (Localities, LAC and Permanency and Early Help) and Community Protection. The output from this work will be a service, consisting of three key components that together comprise an early response service for 11–17 year olds that will provide more agile and accessible services. This includes reconfiguring and enhancing the current FAST Team.

Opportunities were also taken to align the work coming out of the OBRs with other projects and initiatives, for example the development of the prototyping phase of the Predictive Modelling approach developed by Community Protection which was clearly linked to the OBR work around prevention and early intervention.

In addition, a number of funding bids have been developed to take forward OBR ideas (for example a successful bid for NHS England funding to test an out of hours approach for young people at risk). The findings from the OBR research and design work on the early response service have been shared with Ofsted as evidence during the inspection in May 2018.

A summary of the projects developed from the Edge of Care OBR ideas, their benefits, current status and the opportunities for further developing this work are included in the tables below.

**Early response service (EoC OBR)**

**The idea**

Designing and testing an early response service for 11–17 year olds, with interventions aimed at reducing the number of young people who become looked after, focusing on the following populations:

- Young people at risk – identified through indicators / triggers for young people not previously known to social care (e.g. initial contact, Brent Family Front Door referral, Youth Offending Service referrals)
- Young people at risk – currently known to social care or other services
- Young people going into care – identified at entry to care panel

The design process resulted in three components to be tested:

- Wrap around intensive support – focusing on top 50 most vulnerable young people to help reduce the number coming into care and time spent in care (based on identification of vulnerable adolescents: children and young people missing from education, missing from care or home, YOS cohort, CSE and Police Top 10 list)
- Out of hours support - to help reduce the number of young people coming into care
- Community outreach - to help reduce the number of young people at risk

**What issue is it addressing?**

The ultimate aim is to avoid family breakdown through:

- Managing avoidable demand and reduce escalation of cases, including:
  - Reduction in number of vulnerable adolescents becoming looked after
  - Increase in the number of vulnerable adolescents being safely supported in the community
- Improving performance of prevention services

**Why is it different?**

The three intertwined components focus on earlier and more targeted interventions available at times and in places where they are most likely to have impact, for example, out of hours including evenings and weekends, in community locations and targeted support such as at Saturday court.

<p><b>Current status</b></p> <p>Three key features of a newly configured service approach have been developed:</p> <ul style="list-style-type: none"> <li>• The wrap around intensive support approach will be taken forward as a redesign of the current FAST team – it will be reconfigured and enhanced and will be a multi-disciplinary team including social workers, youth workers, a housing officer, clinicians and youth offending professionals with the relevant skills to tackle effectively the presenting challenges that have not been satisfactorily addressed within the current FAST arrangements.</li> <li>• A service focused on children at risk of offending outside of normal office hours, aimed at young people in receipt of current criminal disposals, young people at risk of offending or young people at risk of physical harm or harm to their emotional wellbeing.</li> <li>• The community outreach component will deliver street and community outreach, email and phone hotline access out of hours.</li> </ul>	<p><b>Proposed next steps</b></p> <p>It is proposed that a project is taken forward to reconfigure the current FAST team. The Transformation Team will work with CYP in the initial phase of this work to build the new model, embed the approach and develop processes to measure the impact and financial benefits of interventions.</p> <p>The outcome of the Home Office funding bid to support the 10 month community outreach pilot is expected in summer 2018.</p>
<p><b>Cost of intervention</b></p> <ul style="list-style-type: none"> <li>• The wrap around intensive support will focus on a reconfiguration and enhancement of the current FAST team, drawing on the existing budget of that team (£322k). Any further costs will be confirmed in the next stages of this work.</li> <li>• Community Protection is leading the community outreach work and has submitted a funding bid to Home Office for a 10 month pilot starting Summer 2018 (£80k).</li> <li>• The out of hours service to reduce offending rates will be supported through a combination of VCS, NHS and Council funded sources (with funding of £85k secured from NHS England).</li> </ul>	<p><b>Potential benefit to Council</b></p> <p>The wrap around support intervention would focus on working with the top 50 at risk young people. The placement costs for this target group is £1.5m (based on 20.5 fte having had placement costs across the year in 2017-18).<sup>14</sup></p> <p>There are potential financial savings arising from:</p> <p>(a) <b>Step down placements</b> (e.g. the difference between an independent foster carer placement and a Brent foster carer placement is £400 per week or £20k per year)</p> <p><i>Work focusing on step down placements needs to link with the current</i></p>

<sup>14</sup> Modelling based on Vulnerable Adolescents Panel data of top 50 vulnerable children (sources of information – missing from education, missing from care or home, Brent Offenders Management, CSE and Police Top 10 list).

*LAC Commissioning & Sufficiency Strategy in identifying targets.*

- (b) **Reduced time in placement** – (e.g. each week a young person is not in foster care represents costs avoided of £400 to £800)

*In 2017/18 the average length of placement for cases held by or co-allocated to the FAST Team was 30 weeks for 11-18 year olds, at a total cost of £531k. Of all cases allocated to the FAST team an average of 20 cases per quarter had associated placement costs. The mean weekly cost of these placements was £576 and the median weekly cost was £336.*

*In addition, during 2017/18 of cases held by the FAST team, an average of 3 young people per quarter were in secure placements for an average of 60 nights each. The total cost in 2017/18 of these cases was £158k.*

*If the number of weeks was reduced through a more effective response, this would lead to potential savings of:*

***Worst case (no change) – £0***

***Likely case (33 %) - £ 120k*** (average length of placement reduced to 20 weeks saving £67k and reduction of 1 young person per quarter on remand saving £53k)

***Best case (50 %) - £ 205k*** (average length of placement reduced to 15 weeks saving £100k and reduction of 2 young people per quarter on remand saving £105k)

- (c) **Prevention of placement costs** – this avoids the most costs from a financial perspective – preventing one year of a placement with a Brent foster carer avoids £20k of costs, preventing one year of a placement with a residential home avoids £172k costs.

	<p>The placement costs of the target group can be monitored to evidence the financial success of the intensive intervention.</p> <p>Savings rely on overall LAC numbers remaining at current levels.</p>
--	--

## Family hub/confident parenting (EoC OBR - links with Gangs, DA)

### The idea

A local family hub bringing together professionals, community organisations and parents to provide support to young people on the edge of care and their families, facilitating connections with support required. This approach would be aligned with other structures e.g. community hubs and/or children's centres.

### What issue is it addressing?

Many young people and families feel unsure where to find support for some of the complex challenges that arise through adolescence. When they seek support and advice through existing channels they feel judged by services, don't trust professionals or may not have the confidence or language skills to access support. The family hub will help young people and their families get the support they need at an early stage, preventing problems and issues from escalating and stopping families falling into crisis. This includes:

- Supporting parents to be confident parents
- Gaining the positive engagement / involvement of fathers
- Enabling parents to access the advice and support they need, overcoming barriers of confidence and language skills
- Parents know how to spot the signs that something is not right, manage and address the issue
- Preventing relationship breakdown between young people and families
- Addressing some of the challenges families face, including the cultural and generational gap
- Stopping young people entering the system or falling into crisis

### Why is it different?

The hub approach is focused on working with young people, parents and partners in the wider community. The hub will facilitate greater involvement of the voluntary sector, community groups and parents to support families.

**Current status**

Elements of the family hub were tested as part of the Central Middlesex Hospital (CMH) community hub prototype in February and March 2018, with two days of the prototype focused on a children and families theme. Learning from the DA one stop shop will also feed into this.

The outcomes of a design session to develop the model for the hub, which included engaging with Children's Centres, is feeding into next steps combining the family hub and confident parenting workstreams.

A workshop will take place in June 2018 to bring together a range of partners to develop the concept further and produce a blueprint for the family hub model, focusing on:

- *Transition to adolescence* - ensuring young people and their families have the support they need to solve problems and manage pressures / risks through adolescence
- *Environment* - creating an environment that is comfortable and safe (purpose-led design)
- *Connections* - connecting with people one-to-one, or in family groups, inspiring trust, listening to people and responding to problems raised
- *A holistic approach* - supporting multi-agency working with families
- *Building trusted relationships* - helping people connect with other and build relationships with peers and the wider community

Potential funding sources for developing the family hub approach are being explored, e.g. London Family Fund.

**Proposed next steps**

A further workshop with community members and practitioners will take place in June 2018 to design the hub in more detail, including building a family hub blueprint. The outcomes from this workshop will inform the build and testing of the approach.

A report and recommendations from the review of parenting provision to be considered by CYP, with key insights feeding into the June workshop.

This work will be taken forwards as part of a wider project to review the council's early help approach.

<p>As part of this workstream, a review of current parenting provision is underway. This include collating and reviewing key documentation and conversations with key officers. The key insights from this work will also feed into the family hub workshop in June.</p>	
<p><b>Cost of intervention</b></p> <p>The cost of delivering a family hub model in the testing phase would be kept to a minimum and would focus on bringing together key agencies, professionals and community / voluntary groups to work together in supporting families. Where possible existing council premises would be used but a coordinator would be required to bring this together if testing over an extended period.</p> <p>Full costs, including any specialist intervention, will be scoped following the design workshop in June 2018 and tested through a small-scale prototype but key costs in an initial phase are likely to include:</p> <ul style="list-style-type: none"> <li>• Coordination and evaluation - £52,000 pa (based on cost of 1 FTE PO2)</li> <li>• Publicity and basic running costs (stationery, refreshments etc) - £500 - £1,000</li> </ul> <p>Costs would also need to be considered as part of the wider piece of work.</p>	<p><b>Potential benefit</b></p> <p>The family hub will focus on addressing issues early to prevent problems from escalating and reduce the need for more costly interventions at a later stage when young people and their families experience significant difficulties in life. The Early Intervention Foundation (EIF) defines these issues as school absence and exclusion, the need for children’s social care involvement, child injuries and mental health problems, youth substance misuse, youth economic inactivity and crime and anti-social behaviour.<sup>15</sup></p> <p>Work carried out by Brent’s Community Protection Team in developing a predictive model for testing identified key indicators linked to vulnerability and risk related to offending, CSE and gangs. These indicators include fixed term exclusions, permanent exclusions, going missing from home/care, unauthorised absences from school, living in a chaotic or dysfunctional family, living in a known gang area and Free School Meals. The approach has been informed by evidence from research carried out by the Office of the Children’s Commissioner into CSE indicators showing a high risk where three or more indicators were present.</p> <p>The proposed model aims to support young people and their families and an earlier stage and therefore reduce the number of incidents. Potential benefits</p>

<sup>15</sup> The cost of late intervention: EIF analysis 2016 – Technical Report <http://www.eif.org.uk/publication/the-cost-of-late-intervention-eif-analysis-2016/>

relate to the avoidance of incidents. The Early Intervention Foundation calculated the unit cost for children's social care (including LAC, Child Protection Plan & Children in Need) as £77,855.<sup>15</sup>

Wider potential benefits through cost avoidance of incidents are outlined in the table below.

*Table: Incident unit cost<sup>15</sup>*

Incident	Unit cost
<b>School absence and exclusion</b>	
Persistent absentees	1,886
Permanent school exclusion	2,545
<b>Child injuries and mental health</b>	
Child admitted to hospital due to injuries	1,319
Child admitted to A&E due to injuries	80
Child admitted to hospital due to mental health	42,236
Child admitted to hospital due to self-harm	2,241
<b>Youth substance misuse</b>	
Young people admitted to hospital due to substance misuse	404
Child using specialist substance misuse treatment services	17,007
Child admitted to hospital due to alcohol	1,770
<b>Youth economic inactivity</b>	
16-17 year olds who are NEET	630
18-24 year olds who are NEET	3,507
<b>Crime and anti-social behaviour</b>	
Reported anti-social behaviour incidents	364
Young people in the Youth Justice System	9,031

**PHASE 4: DELIVER**

Proposed next steps are outlined in the tables above, with proposals for many of the projects which have come from the OBR work continuing to be developed.

These include:

PROJECT	POTENTIAL IMPACT	POTENTIAL SAVING
<p><i>Early response service:</i> A project to support the implementation of an early response service for 11 – 17 year olds</p>	<p>Reduced escalation of cases and management of demand.</p> <p>Reduction in the number of vulnerable adolescents being looked after.</p> <ul style="list-style-type: none"> <li>• Step down in placements</li> <li>• Reduced time in placements</li> <li>• Avoidance of placement costs</li> </ul> <p>Increase in the number of vulnerable adolescents being safely supported in the community.</p>	<p>There are potential financial savings arising from:</p> <p>(a) Step down placements</p> <p>(b) Reduced time in placements</p> <p>(c) Prevention of placement costs</p> <p>For (b) if the number of weeks was reduced through a more effective response, this would lead to potential savings of: Worst case (no change) – £0 Likely case (33%) - £120k Best case (50%) - £205k</p> <p>For (c) preventing one year of a placement with a Brent foster carer avoids £20k of costs, preventing one year of a placement with a residential home avoids £172k costs.</p> <p>The placement costs of the target group can be monitored to evidence the financial success of the intensive intervention.</p>
<p><i>Family hub:</i> Design and testing of a family hub model</p>	<p>Earlier support, preventing problems and issues from escalating and stopping families falling into crisis</p> <p>Building connections and resilience for families</p>	<p>The proposed model aims to support young people and their families at an earlier stage and therefore reduce the number of incidents. Potential benefits relate to the avoidance of incidents. The Early</p>

	Improving multi-agency working	Intervention Foundation calculated the unit cost for children's social care (including LAC, Child Protection Plan & Children in Need) as £77,855. <sup>15</sup> Wider potential benefits through cost avoidance of incidents e.g. school absence and exclusion, ASB incidents.
--	--------------------------------	---

## LESSONS LEARNED

Key lessons learned from work to date on the second phase of OBRs include:

### **Ensuring the scope is right**

Although narrower than the themes of the first three OBRs, the 2017-18 OBR themes were still broad and carrying out three concurrent projects was ambitious – both for the Transformation Team and for colleagues in service areas and external organisations whose involvement is vital for the development, testing and implementation of new approaches. However, there were also some advantages to this approach as the OBR themes were closely inter-related and the approach made it possible to identify shared themes across the three areas.

For the next phase of this work it is proposed to focus on one OBR theme at a time with an aim to complete the stages of the process in a shorter, more focussed timeframe. It is also proposed that the OBR methodology is adapted to be used in different ways for different types of projects. For example it could be that a discovery phase followed by recommendations for others to take forward could be a suitable approach for some projects, or design and prototyping techniques could be used to take forward and develop ideas which have already been identified.

### **Building relationships**

As with the first set of OBRs, a key benefit of the approach has been the opportunity to build and develop relationships with organisations and individuals and work in a collaborative way across organisational boundaries. The cross-cutting themes of the OBRs enabled groups working in Brent on issues such as domestic abuse and gangs to come together for the first time and build connections. This approach does take time to achieve and one of the aspects of the OBRs which took longer than planned was the community engagement work which required time to build relationships including connections with key professionals to assist in identifying and approaching individuals affected by very sensitive and traumatic issues. However, as with the first round of OBRs, allowing sufficient time for the initial engagement phase is important to gather rich insights and build relationships with stakeholders which are beneficial to the effectiveness of future stages.

### **Identifying areas for potential savings**

Work to develop model potential reductions in demand and associated savings should be started earlier in the OBR process and used to help to refine and develop ideas to be taken

forward and tested through the prototyping stage. If a full four stage OBR is carried out, a process for prioritising the ideas which are generated should be included so resource in the later stages of the work can be best utilised and stakeholder relationships can be managed.

### **Ongoing delivery**

OBRs generate projects which are ongoing and require capacity to support beyond the four phases of the OBR process. More planning is required to ensure resource is available to support ongoing projects as well as commence new ones and to identify and agree when work is handed back to services. This will be taken forward as part of the Transformation Work Programme development work which is underway.

### **New ways of working**

The second round of OBRs has provided an opportunity to further develop and test learning about different approaches including community research techniques and prototyping. The Edge of Care OBR Team secured a place on the London cohort of the Design in Public Sector Programme. This provided access to a range of additional tools and techniques to apply to the OBR. New ways of working have continued to be shared with a wider range of colleagues both within the Council and in partner organisations and anecdotal evidence shows these methods influencing ways of working across the Council. The opportunity to work collaboratively on issues which cut across Council services and partner organisations is received positively by all of those involved.

### **Elected member engagement**

Engagement of elected Members was more effective in the first stages of these second round of OBRs with presentations to scrutiny committees and a number of Members attending initial engagement events and the Visioning Day in October. However, more could have been done to build on and maintain this engagement throughout the process. Some of the prototyping activities would have provided a good opportunity to re-engage Members but these coincided with the election period which made this more challenging. The proposal to carry out shorter, more focussed OBRs in future should make engagement easier to maintain.

## TAKING THE OBR APPROACH FORWARD

Based on experience from the six OBRs carried out to date, it is proposed that Transformation Team resource is used to focus on one targeted OBR project at a time, enabling the reviews to be completed more quickly (within a maximum of six months). In addition, the tools and techniques from the OBR approach can be used for other projects, including work to support departmental savings. Work to model potential benefits (including financial benefits) from the OBRs will be included earlier in the process and used to inform the ideas which are developed and tested.

A proposed work plan for Transformation Team, including future OBRs, will be discussed by CMT in May 2018.

**CONTACT**

Sadie East, Head of Transformation

[Sadie.East@brent.gov.uk](mailto:Sadie.East@brent.gov.uk)

Fiona Kivett, Change Manager

[Fiona.Kivett@brent.gov.uk](mailto:Fiona.Kivett@brent.gov.uk)

Brent Council, May 2018

**This page is intentionally left blank**

## Full Council – 9 July 2018

### Motion selected by the Conservative Group

#### Parks & Meadows

“We call on the Council to return our fields back into parks and do some studies on the way in which leaving the grass as meadows to grow long is affecting more and more people who suffer from hay fever and asthma.

Our residents pay a lot of money in council tax and surely a basic requirement of the Council is to keep our streets clean and tidy and at minimum risk to the health and safety of everyone.”

Councillor Reg Colwill  
Leader of the Conservative Group  
Kenton Ward

**This page is intentionally left blank**