



## Cabinet

**Monday 10 February 2020 at 4.00 pm**

Boardrooms 3 - 5 - Brent Civic Centre, Engineers Way,  
Wembley, HA9 0FJ

### Membership:

#### Lead Member Councillors:

#### Portfolio

M Butt (Chair)

McLennan (Vice-Chair)

Agha

Farah

Hirani

Miller

M Patel

Krupa Sheth

Southwood

Tatler

Leader of the Council

Deputy Leader of the Council and Lead Member for  
Resources

Lead Member for Schools, Employment and Skills

Lead Member for Adult Social Care

Lead Member for Public Health, Culture & Leisure

Lead Member for Community Safety and Engagement

Lead Member for Children's Safeguarding, Early Help  
and Social Care

Lead Member for Environment

Lead Member for Housing & Welfare Reform

Lead Member for Regeneration, Property & Planning

**For further information contact:** James Kinsella, Governance Manager, Tel: 020 8937 2063, Email: [james.kinsella@brent.gov.uk](mailto:james.kinsella@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](https://democracy.brent.gov.uk)**

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

## **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 significant enough to affect your judgement of a public interest and either it affects a financial position or relates to a regulatory matter then 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 of 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 of trade union).

(b) The interests 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 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 is the subject of a registrable personal interest.

# Agenda

Introductions, if appropriate.

Item	Page
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<b>1</b>	<b>Apologies for Absence</b>	
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<b>2</b>	<b>Declarations of Interest</b>	
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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.

<b>3</b>	<b>Minutes of the Previous Meeting</b>	1 - 6
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To approve the minutes of the previous meeting held on Tuesday 14 January 2020 as a correct record.

<b>4</b>	<b>Matters Arising (if any)</b>	
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To consider any matters arising from the minutes of the previous meeting.

<b>5</b>	<b>Petitions (if any)</b>	
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To discuss any petitions from members of the public, in accordance with Standing Order 66.

<b>6</b>	<b>Reference of item considered by Scrutiny Committees (if any)</b>	
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To consider any reference reports from any of the Council's two Scrutiny Committees.

## Chief Executive's reports

<b>7</b>	<b>Budget &amp; Council Tax 2020/21-2022/23</b>	7 - 500
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This report sets out the Council's budget proposals for 2020/21 and business plans for 2021/22 and 2022/23. It also sets out the results of the consultation, scrutiny and equalities processes. Subject to approval by Cabinet, these will form the basis of the budget to be agreed at the Full Council meeting of 19 February 2020.

The report also sets out the overall financial position facing the Council for the medium term and highlights the significant risks, issues and uncertainties.

**Ward Affected:** All Wards  
**Lead Member:** Deputy Leader (Councillor Margaret McLennan)  
**Contact Officer:** Ravinder Jassar, Head of Finance  
 Tel: 0208 937 1487  
 Email: ravinder.jassar@brent.gov.uk

**8 Capital Programme Budget 2020/21 – 2024/25** 501 - 562

This report sets out the Council's Capital Programme budget including new capital bids proposed for the medium term financial planning period 2020/21 to 2024/25.

**Ward Affected:** All Wards  
**Lead Member:** Deputy Leader (Councillor Margaret McLennan)  
**Contact Officer:** Flora Osiyemi, Head of Finance  
 Tel: 0208 937 2998  
 Email: flora.osiyemi@brent.gov.uk

**9 i4B Business Plan 2020-21** 563 - 608

The report presents the i4B Holdings Ltd (i4B) Business Plan 2019/20 to Cabinet for Shareholder approval.

**Ward Affected:** All Wards  
**Lead Member:** Deputy Leader (Councillor Margaret McLennan)  
**Contact Officer:** Sadie East, Head of Transformation  
 Tel: 020 8937 1507  
 Email: sadie.east@brent.gov.uk

**10 FWH Business Plan 2020-21** 609 - 638

The report presents the First Wave Housing Ltd (i4B) Business Plan 2019/20 to Cabinet for Shareholder approval.

**Ward Affected:** All Wards  
**Lead Member:** Deputy Leader (Councillor Margaret McLennan)  
**Contact Officer:** Sadie East, Head of Transformation  
 Tel: 020 8937 1507  
 Email: sadie.east@brent.gov.uk

**11 Voluntary Sector Initiative Fund (VSIF) Infrastructure Grant, Brent Advice Partnership - Local Advice and guidance services and Brent Advice Fund 2020/2021** 639 - 644

This report seeks agreement to the approval of a one-year extension to

the Voluntary Sector Initiative Fund (VSIF) Infrastructure Grant to CVS Brent along with the Brent Advice Partnership – local advice and guidance services contract with Citizens Advice Brent (CAB) and Brent Advice Fund.

**Ward Affected:**  
All Wards

**Lead Member:** Lead Member for Community Safety & Engagement (Councillor Tom Miller)  
**Contact Officer:** Pascoe Sawyers, Head of Strategy and Partnerships  
Tel: 020 8937 1045  
Email: pascoe.sawyers@brent.gov.uk

## Regeneration and Environment reports

### 12 Facilities Management (FM) Service – Review of Facilities Management provision and in-house service delivery 645 - 670

This report provides a cost comparison and risk analysis for the potential for in-house delivery of all existing Facilities Management (FM) services, compared to an external delivery provision model.

**Ward Affected:**  
All Wards

**Lead Member:** Lead Member for Regeneration, Property & Planning (Councillor Shama Tatler)  
**Contact Officer:** Russell Burnaby, Facilities Portfolio Manager  
Tel: 020 8937 1771  
Email: Russell.Burnaby@brent.gov.uk

### 13 Exclusion of Press and Public

The following items are not for publication as they relate to the following category of exempt information as specified under paragraph 3, Part 1 of Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)"

- Item 9: i4B Business Plan 2019/20 (Appendix 1 (Financial Forecast) within the Business Plan appended to the report)
- Item 10: First Wave Housing Business Plan 2019/20 (Appendix 1 (Financial Forecast) within the Business Plan appended to the report)
- Item 17: Facilities Management (FM) Service –Review of Facilities Management provision and in-house service delivery (Appendix 1 – Outsourced Costing Model)

### 14 Any other urgent business

Notice of items to be raised under this heading must be given in writing to

the Head of Executive and Member Services or his representative before the meeting. Any decisions taken urgently under this heading must comply with the provisions outlined in paragraph's 12 and 38 of the Council's Access to Information Rules (Part 2 of the Constitution).

**Date of the next meeting:            Monday 9 March 2020**



- Please remember to set your mobile phone to silent during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.



## LONDON BOROUGH OF BRENT

### MINUTES OF THE CABINET Tuesday 14 January 2020 at 4.00 pm

PRESENT: Councillor M Butt (Chair), Councillor McLennan (Vice-Chair) and Councillors Agha, Farah, Hirani, Miller, Krupa Sheth, Southwood and Tatler.

Also present: Councillors Colwill, Ezeajughi, Long, Mahmood, Nerva and Stephens.

1. **Apologies for Absence**

An apology for absence was received from Councillor Mili Patel.

2. **Declarations of Interest**

None

3. **Minutes of the Previous Meeting**

**RESOLVED** that the minutes of the previous meeting held on 9<sup>th</sup> December 2020 be approved as an accurate record of the meeting.

4. **Matters Arising (if any)**

None

5. **Petitions (if any)**

None

6. **Reference of item considered by Scrutiny Committees (if any)**

6.1 **Air Quality Task Group Report**

The Cabinet noted the deputation received from the representative of Clear Air for Brent, Mark Falcon and additional comments made by Councillor Neil Nerva in relation to the report. Both commended the Task Group report and the work of the Task Group members. Councillor Neil Nerva highlighted the issue of air quality around Wembley Stadium, especially on event days. He encouraged the relevant Cabinet Members to take the lead with the Football Association, Wembley Park and other stakeholders in tackling the issue of air quality on event days.

The Chair of the Air Quality Scrutiny Task Group, Councillor Tom Stephens, then introduced the report and recommendations from the Task Group.

Councillor Stephens stated that in July 2019, the Resources and Public Realm Scrutiny Committee established a Task Group to look into air quality in the borough.

He advised that after six months of work, it was a pleasure to present the results of the investigations along with recommendations on what more it was felt the Council needs to do to improve air quality in Brent.

Councillor Tom Stephens ended his introduction by expressing his thanks to all those who had devoted their time and energy to the work of the Task Group, including the many officers in Brent Council who had supported its work and witnesses who had gone out of their way to provide evidence to the inquiry. Councillor Stephens also thanked Clean Air for Brent and the Brent Cycling Campaign, who had served on the Task Group.

Councillors Muhammed Butt, Krupa Sheth, Tom Miller, Margaret McLennan, Shama Tatler and Eleanor Southwood, also contributed to the discussion, congratulating Councillor Stephens and Task Group members for the piece of work.

Councillor Butt (as Leader of the Council) ended by also thanking everyone who had contributed to the work of the Task Group and stated that a full response to the report's recommendations from the Cabinet Member for Environment would follow.

**RESOLVED** that Cabinet note the Air Quality Scrutiny Report and recommendations.

#### **7. Homelessness & Rough Sleeping Strategy 2020 - 2025**

The Cabinet Member for Housing & Welfare Reform, Councillor Eleanor Southwood, introduced the report. The report presented the feedback gathered through the recent consultation on the Homelessness and Rough Sleeping Strategy (2020/25) and included, an amended strategy draft following the feedback.

Councillor Southwood, thanked the Homelessness Forum for their work.

**RESOLVED** that Cabinet:

- (1) Note the consultation feedback and subsequent amendments to the draft Homelessness and Rough Sleeping Strategy (2020 – 2025).
- (2) Approve the finalised version of the Homelessness and Rough Sleeping Strategy (2020 – 2025) for publication.

#### **8. Admissions Arrangements for Community Schools 2021/22**

The Cabinet Member for Schools, Employment and Skills, Councillor Amar Agha, introduced the report seeking Cabinet's agreement to the proposed admission arrangements for Brent Community Schools, for 2021/22 in accordance with, statutory requirements. Cabinet noted that Admission authorities were required to determine their admission arrangements by 28 February in the determination year.

**RESOLVED** that Cabinet approve the proposed admission arrangements for Brent community schools for the 2021/2022 academic year (as detailed within Appendix 2 of the report).

## 9. Morland Gardens Redevelopment

Councillor Muhammed Butt welcomed Councillor Ernest Ezeajughi to the meeting. Councillor Ezeajughi, Stonebridge Ward Councillor, stated that he was speaking on behalf of all the Stonebridge Ward Councillors. He thanked the Cabinet Member for Housing and Welfare Reform, Councillor Eleanor Southwood, for addressing initial concerns expressed during the consultation period.

Councillor Muhammed Butt welcomed Errol Donald, Chief Creative Officer, BANG Edutainment Ltd, to the meeting. Mr Donald (representing the Morland Gardens Community Steering Group) spoke in support of the proposals welcoming the collaboration with the Council.

The Cabinet Member for Schools, Employment and Skills, Councillor Amar Agha, then introduced the report seeking approval to redevelop 1 Morland Gardens, Stonebridge, London, NW10 8DY to deliver a new education centre, new council homes, affordable workspace, a public facing café and realm improvements.

**RESOLVED** that having noted the deputation received from by Errol Donald and additional representations made by the Ward Councillor, Councillor Ezajughi, in relation to the scheme, Cabinet:

- (1) Approve the proposal to invest up to £43m to deliver a state of the art adult education centre, 65 new affordable homes, 675sq metres affordable workspace for start-up businesses from the local community and a public facing café at 1 Morland Gardens.
- (2) Note that the proposal to invest up to £43m at 1 Morland Gardens includes, the cost of the 2-year service decant and encompasses £6.5m of the GLA affordable housing grant.
- (3) Note the risk that if the Stonebridge Primary School Annexe isn't used for decant, as outlined in paragraphs 3.43-3.47 of the report, it may not be viable to deliver the project in accordance with the delivery timetable at paragraph 3.42 in the report, with there being various risks as detailed in paragraph 3.48 of the report, to include a risk that alternative capacity for classes could not be found meaning, a period of 2 years where Brent Start would have to close, a significant portion of its provision.
- (4) Delegate authority to the Strategic Director Regeneration and Environment, in consultation with the Cabinet Member for Schools, Employment and Skills, to carry out the consultation process with third parties prior to appropriation and thereafter, to consider responses prior to appropriating 1 Morland Gardens.
- (5) Delegate authority to the Strategic Director Regeneration and Environment to appropriate 1 Morland Gardens for planning purposes and use its powers, under section 203 of the Housing and Planning Act 2016 to override, third party rights.
- (6) Approve the procurement of a delivery partner to deliver the redevelopment of 1 Morland Gardens.

- (7) Delegate authority to the Strategic Director Regeneration and Environment to approve the pre-tender considerations for the procurement of the delivery partner and thereafter, arrange for Officers to evaluate tenders on the basis of the approved evaluation criteria.
- (8) Delegate authority to the Strategic Director Regeneration and Environment in consultation with the Cabinet Member for Schools, Employment and Skills, to award the contract for a developer partner.

10. **London Councils' Transport and Environment Committee – Governing Agreement Amendment for Electric Vehicle Charging**

The Cabinet Member for Environment, Councillor Krupa Sheth, introduced the report that informed Cabinet of proposals by London Councils' Transport and Environment Committee (LCTEC) to establish a partnership arrangement and take on the operational management as well as, strategic oversight of a London-wide electric vehicle charging point network, on behalf of London boroughs and the City of London, should this be required.

**RESOLVED** that Cabinet:

- (1) Delegate authority to London Councils' Transport and Environment Committee to exercise the further functions under section 16 of the 2013 London Local Authorities and Transport Act 2013, as set out in the report in paragraph 3.13 and Appendices A and B.
- (2) Cabinet also authorised the Council's Director of Legal, HR, Audit and Investigations to sign any necessary documents to give effect to the variation of the London Council's Transport and Environment Committee Governing Agreement, dated 13 December 2001 (as amended).

10. **London Councils' Transport and Environment Committee – Governing Agreement Amendment for Electric Vehicle Charging**

The Cabinet Member for Environment, Councillor Krupa Sheth, introduced the report that informed Cabinet of proposals by London Councils' Transport and Environment Committee (LCTEC) to establish a partnership arrangement and take on the operational management as well as, strategic oversight of a London-wide electric vehicle charging point network, on behalf of London boroughs and the City of London, should this be required.

**RESOLVED** that Cabinet:

- (1) Delegate authority to London Councils' Transport and Environment Committee to exercise the further functions under section 16 of the 2013 London Local Authorities and Transport Act 2013, as set out in the report in paragraph 3.13 and Appendices A and B.
- (2) Cabinet also authorised the Council's Director of Legal, HR, Audit and Investigations to sign any necessary documents to give effect to the variation

of the London Council's Transport and Environment Committee Governing Agreement, dated 13 December 2001 (as amended).

**11. Quarter 3 Revenue Budget Monitoring Report**

The Deputy Leader of the Council and Cabinet Member for Resources, Councillor Margaret McLennan, introduced the report setting out the current forecast of income and expenditure against the revenue budget for 2019/20 and other key financial data.

**RESOLVED** that Cabinet note the overall financial position and the actions being taken to manage the issues identified within the report.

**12. Quarter 3 Capital Budget Monitoring Report**

The Deputy Leader of the Council and Cabinet Member for Resources, Councillor Margaret McLennan, introduced the report setting out the current forecasts of capital expenditure against the budget for 2019/20, highlighting the key achievements of the programme, notes any budget changes since initial approval and sets out the various elements of financing.

**RESOLVED** that Cabinet note the overall capital financial position.

**13. Exclusion of Press and Public**

There were no items that require exclusion of the press or public.


**14. Any other urgent business**

None.

The meeting ended at 5.05 pm

COUNCILLOR MUHAMMED BUTT  
Chair

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 <b>Brent</b>	<b>Cabinet</b> 10 February 2020
	<b>Report from the Director of Finance</b>
<b>Budget and Council Tax 2020/21</b>	

<b>Wards Affected:</b>	ALL
<b>Key or Non-Key Decision:</b>	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>	15 – see list attached
<b>Background Papers:</b>	Draft Budget 2020/21 – 2022/23 and medium term financial outlook, Cabinet November 2019
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Minesh Patel Director of Finance Email: <a href="mailto:minesh.patel@brent.gov.uk">minesh.patel@brent.gov.uk</a> Tel: 020 8937 6528  Ravinder Jassar Head of Finance Email: <a href="mailto:ravinder.jassar@brent.gov.uk">ravinder.jassar@brent.gov.uk</a> Tel: 020 8937 1487

## 1.0 Purpose of the Report

- 1.1 The purpose of this report is to set out the Council's budget proposals for 2020/21 and business plans for 2021/22 and 2022/23. It also sets out the results of the consultation, scrutiny and equalities processes. Subject to discussion at the Cabinet meeting these will form the basis of the budget to be agreed at the Full Council meeting of 19 February 2020. The report also sets out the overall financial position facing the Council for the medium term and highlights the significant risks, issues and uncertainties.
- 1.2 The council published an updated draft medium term financial strategy up to 2022/23 on 11 November 2019. This set out the delivery of a balanced budget

for 2020/21, which included £7.4m of savings to be delivered in 2020/21 and a Council Tax increase of 3.99%, all of which were extensively consulted upon and agreed at the Full Council meeting of 25 February 2019. It also set out £6.1m of new proposals to balance the budgets of 2021/22 and 2022/23. If all of these proposals were to be agreed, it is expected that the budgets for 2020/21, 2021/22 and 2022/23 would be balanced. This is subject to the outcome of the consultation, scrutiny and equalities processes, as well as the uncertainty around a longer term Spending Review and the outcome of other significant reforms to Local Government funding, for example the Fair Funding review. Therefore, these estimates, particularly for 2021/22 and beyond, remain subject to change.

- 1.3 Having considered the various comments made, including through the consultation, scrutiny and equalities processes, officers have been instructed to proceed with the budget proposals as previously set out. These are set out in more detail in the appendices to this report, which are organised as follows:

Appendix C (i)	Summary of 2020/21 budget proposals
Appendix C (ii)	Summary of 2021/22 - 2022/23 budget proposals
Appendix C (iii)	Detailed budget templates for 2021/22 - 2022/23 proposals

The appendices also include an equalities analysis for each proposal (Appendix C (v)) and a cumulative equalities analysis on the overall budget for the next three years (Appendix C (iv)).

- 1.4 Given the significant financial uncertainties that have been highlighted throughout this process, this is a balanced and proportionate approach to the demanding choices that have to be confronted in budget setting. By adopting a long term and forward looking approach, the proposals should leave the council in a relatively strong financial position, with long term plans in place to give certainty to residents about future levels of service provision.
- 1.5 The budget setting process is designed to ensure that it is priority led so that resources are aligned with Council priorities, as well as the statutory processes of consultation, scrutiny and equality analyses. This includes alignment with the Borough Plan for 2019 – 2023, agreed by Full Council on 25 February 2019, which sets out the Council's commitment to making a real difference to the lives of local people based on a number of key priorities such as:
- **Every opportunity to succeed** – working in partnership to support children and young people's educational attainment and training
  - **A future built for everyone, an economy fit for all** – regenerating our borough to grow the local economy and provide the jobs, homes and transport that people need
  - **A cleaner, more considerate Brent** – improving air quality and keeping our environment clean and pleasant
  - **A borough where we can all feel safe, secure, happy and healthy** – building stronger, safer and healthier communities, with opportunities to enjoy Brent's unique cultural heritage, and support for vulnerable children and adults to be as independent as possible

- **Strong foundations** – ensuring that the council and its partners are structured and equipped to secure the best possible outcomes for local people, within a context of diminishing resources.

1.6 Aside from the usual updating of and adjustments to various technical assumptions the key features of this budget would be:

- A council tax rise of 3.99% for the Brent element, making a Band D council tax of £1,312.74. Additionally, the Council will levy a council tax currently expected to be £332.07 at Band D on behalf of the Greater London Authority (GLA), which is a 3.6% rise compared to 2019/20 (comprising an additional £10 for the Metropolitan police and £1.56 for the London Fire Brigade). Therefore, the total council tax at Band D is expected to be £1,644.81, an overall 3.9% increase on the 2019/20 level.
- Budget savings proposals (all of which were considered by Council in February 2019) with an aggregate value of £7.4m, as summarised in Appendix C.

1.7 This report is structured as follows:

- Officer recommendations for cabinet and full council to approve;
- Strategic overview of the financial and macro-economic climate;
- Summary of the process to develop the budget;
- The results of consultation, scrutiny and equalities are set out;
- Updates from the Council's ring fenced budgets, specifically the Housing Revenue Account (HRA) and the Dedicated Schools Grant (DSG);

## **2.0 Recommendation(s)**

### **Cabinet**

- 2.1 Agree to recommend to full council an overall 3.99% increase in the Council's element of council tax for 2020/21, with 2% as a precept for Adult Social Care and a 1.99% general increase.
- 2.2 Agree to recommend to full council the General Fund revenue budget for 2020/21, as summarised in Appendix A.
- 2.3 Agree to recommend to full council the cost pressures and technical adjustments detailed in Appendix B.
- 2.4 Agree to recommend to full council the savings detailed in Appendix C.
- 2.5 Note the report from the Budget Scrutiny Panel in Appendix D.
- 2.6 Agree the HRA budget for 2020/21, as set out in section seven of this report.
- 2.7 Agree the HRA rents for council dwellings, tenant service charges and garages, as set out in section seven of this report.
- 2.8 Agree the rents set under the Housing General Fund for Brent Housing PFI and traveller's site pitches and to note the rents for Hillside dwellings as set out in section seven of this report.
- 2.9 Note the Dedicated Schools Grant as set out in section eight of this report.
- 2.10 Note the advice of the Director of Legal, HR, Audit and Investigations as set out in Appendix E.
- 2.11 Agree, and where relevant agree to recommend to full council, the schedule of fees and charges set out at in Appendix F.
- 2.12 Note the results of consultation as set out in section six and detailed in Appendix G.

### **Full Council**

- 2.13 Agree an overall 3.99% increase in the Council's element of council tax for 2020/21, with 2% as a precept for Adult Social Care and a 1.99% general increase.
- 2.14 Agree the General Fund revenue budget for 2020/21, as summarised in Appendix A.
- 2.15 Agree the cost pressures and technical adjustments detailed in Appendix B.
- 2.16 Agree the savings detailed in Appendix C.

- 2.17 Note the report from the Budget Scrutiny Panel in Appendix D.
- 2.18 Agree the HRA budget for 2020/21, as set out in section seven of this report.
- 2.19 Agree the dedicated schools' grant as set out in section eight of this report.
- 2.20 Note the advice of the Director of Legal, HR, Audit and Investigations as set out in Appendix E.
- 2.21 Agree the schedule of fees and charges as set out in Appendix F.
- 2.22 Note the results of consultation as set out in section six and detailed in Appendix G.
- 2.23 Agree the Pay Policy Statement for 2020/21 as set out in Appendix H.

### **Council Tax recommendations**

**These recommendations only include a provisional Council Tax level for the GLA as its final budget was not agreed when this report was despatched. This means that the statutory calculation of the total amount of Council Tax under Section 30(2) of the Local Government Finance Act 1992 cannot be carried out until the final GLA precept has been received.**

- 2.24 In relation to the council tax for 2020/21 we resolve:

That the following amounts be now calculated as the Council's element by the Council for the year 2020/21 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992 as amended:

- (a) £1,029,121,285 being the aggregate of the amount that the Council estimates for the items set out in Section 31A(2) of the Act.
- (b) 900,990,772 being the aggregate of the amounts that the Council estimates for the items set out in Section 31A(3) of the Act.
- (c) £128,130,513 being the amount by which the aggregate at (a) above exceeds the aggregate at (b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its Council Tax requirement for the year.
- (d) £1,312.74 being the amount at (c) above, divided by the amount for the tax base of 97,605, agreed by the General Purposes Committee on the 9 December 2019, calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year.

(e) Valuation Bands

A	B	C	D	E	F	G	H
£	£	£	£	£	£	£	£
875.16	1021.02	1,166.88	1,312.74	1,604.46	1,896.18	2,187.90	2,625.48

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

- 2.25 That it be noted that for the year 2020/21 the proposed GLA precept issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, in respect of the GLA, for each of the categories of dwellings are as shown below. The GLA intends to agree its precept on 24 February 2020.

Valuation Bands

A	B	C	D	E	F	G	H
£	£	£	£	£	£	£	£
221.38	258.28	295.17	332.07	405.86	479.66	553.45	664.14

- 2.26 That the council establishes a council tax setting committee, to set the council tax for the year 2020/21, in accordance with section 67(3) of the Local Government Finance Act 1992, and agrees the terms of reference, size and political composition as set out in Appendix I.
- 2.27 That the council appoints councillors to serve on the council tax setting committee and appoints a chair and vice-chair of the council tax setting committee.
- 2.28 That the special council tax setting committee meet as soon as possible after 24 February 2020 to allow council tax notices to be issued in line with the normal statutory timetable.
- 2.29 That it be noted that the Director of Finance has determined that the Council element of the basic amount of Council Tax for 2020/21 is not excessive in accordance with the principles approved under Section 52ZB of the Local Government Finance Act 1992.

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

### **3.0 Strategic Overview**

- 3.1 The council takes a long-term and strategic approach to its corporate and financial planning, linking the new Borough Plan to the budget decisions set out by way of this report. This has been adapted, and will continue to be adapted, in order to meet residents' most important needs whilst remaining within the financial constraints imposed by central government.
- 3.2 The proposals in this report enable the Council to set a balanced budget for 2020/21 and set the business plans for 2021/22 and 2022/23 whilst giving some protection to front line services and investing in key projects and priorities. The funding gap in future years, estimated at £6.1m for 2021/22 and 2022/23, demonstrates the difficult service decisions ahead as central government funding reductions continue to reduce the resources available to meet increasing service demands.
- 3.3 As set out in the November 2019 Cabinet report, significant reform of the local government finance system is expected over the next 12 months, including the ongoing Fair Funding Review, the move to 75 per cent Business Rates Retention and the forthcoming (although much delayed) Adult Social Care Green Paper. Each of these reforms will only succeed if a sufficient quantum of funding is made available for the entire sector through the Spending Review for 2021/22 and beyond. It is vital that the new Government uses these events to place local government finance on a genuinely sustainable footing to cope with the expected rise in demand for local services.
- 3.4 Given these ongoing policy changes, authorities are facing a period of significant uncertainty in the run up to the 2021/22 'cliff edge'. Greater clarity over the financial position of local government from 2021/22 is essential to reduce the high degree of uncertainty currently built into medium term financial planning.
- 3.5 Despite the delay in implementing these reforms, the Spending Review of September 2019 revealed Local Government funding is set to grow by 4.1% in real terms in 2020/21, an additional £3.5 billion, increasing public spending as a share of national income for only the second time since 2009. On the whole

the additional funding is good news for councils in 2020/21, especially for social care. However, the government has not put out a detailed timetable of when it will put forward longer term proposals or when the long-delayed Adult Social Care green paper will be published. It remains to be seen how this will link to the Fair Funding Review and the current Adult Social care precept.

- 3.6 The additional funding announced in the Spending Review will obviously help with in year budget management, but as the funding will be for 2020/21 only it would not be appropriate to use all of this to enter into new longer term commitments, such as additional staffing, and build in to the base budget. The longer term position will become clearer once the Spending and Fair Funding reviews are announced.
- 3.7 A key area of concern is that this Spending Round was announced without the Office of Budget Responsibility's latest fiscal forecasts, comments or consultation, as would be expected with a Budget or Spring Statement. This, coupled with the political uncertainty of a new Government and a potentially disorderly Brexit, means that these allocations have been made with a limited fiscal view and without knowing the real costs of the UK's departure from the European Union.
- 3.8 The provisional local government finance settlement was announced on 20 December 2019, two weeks later than expected due to the general election. The provisional settlement confirmed the funding announced in the Spending Review. Members will recall that as a result of the new funding announcements the medium term financial planning assumptions were updated and reflected in the draft budget agreed by Cabinet on 11 November 2019. Therefore, no further changes are required to financial planning assumptions and, subject to the outcome of the statutory processes of consultation, scrutiny and equality analyses, the budget presented by way of this report is unchanged from the draft budget.
- 3.9 Since 2010 the Council has delivered against a series of challenging financial targets following a prolonged period of austerity as well as disproportionate growth in demand for services, through a combination of effective financial management and cost control and more innovative approaches to investment and demand management. This approach has been very effective where Brent has managed its finances well by adopting a forward-looking financial strategy based on taking difficult decisions early, allowing time for implementation. The significant reductions in government funding, as well as challenges posed by new legislation, has meant that the Council has had to deliver savings of £174m since 2010, including an additional £7.4m in 2020/21 and £6.1m between 2021/22 and 2022/23 by way of this report.
- 3.10 Accordingly, this draft budget seeks to set a reasonable and proportionate course over the next three years. The proposals for 2020/21 were extensively consulted upon and agreed by Council in February 2019. New proposals of £6.1m have been consulted upon, which would need to be agreed in order to balance the budgets of 2021/22 and 2022/23. This approach will place the council in a strong financial position, as planning the budgets for future years

well in advance will enable sensible phasing of the implementation of proposals to minimise the impact on services to residents.

#### **4.0 Budget Development Process 2020/21 – 2022/23**

4.1 Proposals in this budget have initially been developed by officers and then discussed with Members and with the wider community. The key processes for doing this were, in summary, as follows:

- Meetings involving Cabinet and Corporate Management Team members to consider the key service and budget issues likely to affect the council in future years;
- Development by officers, in consultation with relevant Lead Members, of budget proposals for individual services within the context of the Borough Plan and the overall resources available;
- Development of the budget approach, based on the updated medium term financial outlook which was considered by the Cabinet in November 2019;
- The publication of a detailed list of savings proposals at Cabinet in November 2019 for the purposes of consultation, scrutiny and equality analyses;
- Debates through the Budget Scrutiny Task Group of the Resources and Public Realm Scrutiny Committee;
- Presentations and question and answer sessions at each of the five Brent Connects meetings in January 2020;
- Review of the schools budgets by the Schools Forum;
- Considering feedback from residents, businesses and other key stakeholders, whether received from the online consultation portal, the general 'consultation@brent.gov.uk' email address or other direct representations;
- Conducting individual equality impact assessments on the budget proposals and a cumulative equality impact assessment on the overall budget in order to ensure that their consequences were properly understood.

4.2 This report updates the position on the core estimates that drive the medium term financial planning assumptions, including the outcome of the provisional settlement and the consultation, scrutiny and equalities analyses processes.

## **5.0 Update/Review of Key Budget Assumptions**

### **Income Assumptions**

- 5.1 The provisional 2020/21 Local Government Finance Settlement was announced on 20 December 2019 and provided details of the core funding allocations for local authorities in 2020/21 only. The settlement confirmed the funding announced in the September 2019 one year Spending Review. The key headlines that are relevant for Brent from a financial planning point of view are set out below.

#### ***Revenue support grant (RSG) and other relevant grants***

- 5.2 As expected, the 2020/21 RSG amount of £24.9m has been confirmed and determined using the 2019/20 amount plus the September CPI inflation increase of 1.63%.
- 5.3 On social care funding, as announced at Spending Round 2019, the provisional settlement confirms the previously proposed national amounts and allocation methodologies. For Brent, this includes £1.3m Winter Pressures Grant, £11.6m Improved Better Care Fund and £8.1m Social Care Grant.
- 5.4 The Government also announced additional resources to reduce homelessness and rough sleeping through the extension of the Flexible Homelessness Support Grant (FHSG) and the Homelessness Reduction Grant. Brent's allocation for the FHSG is the same amount as in 2019/20 of £5.2m and for the Homelessness Reduction Grant £1.2m will be available.
- 5.5 At the date of despatch of this report, allocations for the Public Health Grant had not been announced. That said, the government announced that there would be a 'real terms increase' in 2020/21, which has been reflected in current funding assumptions.
- 5.6 The settlement confirms Ministers' intention to undertake a fundamental review of the basis of grant allocations, effective from April 2021 onwards (the 'Fair Funding Review'). It is still not possible to make reliable estimates of the impact this will have on Brent and this uncertainty remains the largest single variable in the council's long-term financial planning. The results of the Fair Funding review are not expected before late 2020, making long-term financial planning difficult. In the meantime, officers will follow developments and respond to the next stage of the various technical consultations planned in 2020.

### ***Council Tax***

- 5.7 As expected, the MHCLG confirmed their intention for the main council tax referendum threshold to reduce to from 2.99% in 2019/20 to 1.99% in 2020/21. The flexibility to raise the Social Care Precept will remain at 2%.
- 5.8 There is an implicit assumption from MHCLG, built into the future funding settlements, that local authorities will increase council tax by up to the

referendum limit. As the increase would permanently increase the council tax base income it would also reduce the significant funding pressures in 2020/21 and beyond. After due consideration the recommendation of this report is that the budget should be constructed on the basis of a council tax increase of 3.99% in 2020/21.

- 5.9 Each financial year, the Mayor and London Assembly must prepare and approve a budget for each of the constituent bodies and a consolidated budget for the authority as a whole. On 18 December 2019 the Mayor of London published his draft revenue budget for 2020/21 for consultation and following the announcement of the police grant settlement on 22 January 2020, proposed to increase the precept by £11.56 (or 3.6%) to £332.07 per Band D property in the 32 London Boroughs. This comprises of an additional £10 for the Metropolitan police and £1.56 for the London Fire Brigade, the maximum increase allowed by government without a referendum. These figures are subject to change following the consultation process and confirmation of London Boroughs' tax bases. The final GLA budget will be considered by the London Assembly on 24 February 2020. As the GLA's budget will be considered after the Council considers its budget on 19 February 2020, a committee will be established to finalise the overall Council Tax setting process.

### ***Business Rates***

- 5.10 The settlement confirmed the end of the 75% London pilot pool, but confirmed that London Boroughs will continue to pool their business rates, albeit under a lower retention rate of 67%. This means that London Boroughs will continue to be treated as one authority for the purposes of various calculations, sharing risk and retaining a greater proportion of business rates growth within London.
- 5.11 The three elements of the Business Rates Retention system (Baseline Need, NNDR Baseline and Top Up amounts) have all increased by 1.63%, in line with the September 2019 CPI inflation figure.
- 5.12 Overall, however, the total amount expected from business rates has not changed from that assumed in the draft budget.
- 5.13 The settlement does not contain any definite indication about the future of business rate pools and retention beyond 2020/21. It would be extremely helpful for long-term financial planning if this vital information was contained within next year's local government settlement, following on from the Spending and Fair Funding reviews.

### ***Expenditure Assumptions***

- 5.14 Critical to understanding the overall budget are the annual growth assumptions, or estimated increases in unavoidable expenditure, that are built in to medium term financial planning, for example contract inflation, pay inflation, meeting the cost of providing existing services for a growing population, etc. These estimates were reviewed and set out for Cabinet in November 2019 as part of the draft budget and further details can be found in Appendix B. For the

avoidance of doubt, these expenditure assumptions represent the annual costs, all else being equal, that would have to be incurred just to stand still. A summary of these growth and cost pressures are shown in the table below.

<b>Assumption</b>	<b>Extra cost per annum (£m)</b>	<b>Description</b>
Demography	3.5	Estimated annual cost of providing the same services to a growing population. Indicative allocations are £2m Adult Social Care, £0.5m Housing, £0.5m Children's Social Care, £0.3m Public Realm and £0.2m various corporate departments.
Payroll	2.1	Based on a 2% pay award and new pay spines.
London Living Wage	1.5	Assumed average annual cost of making more contracts LLW compliant.
Contracts	3.9	Primarily based on 2% inflation and known contractual commitments. Indicative allocations are £1.5m Community Wellbeing, £0.8m Children's Social Care, £0.9m Regeneration & Environment and £0.7m various corporate departments.
Transport	1.3	Freedom passes and transporting children with Special Educational Needs.
Technical	0.5	Pensions, levies (e.g. West London Waste Authority) and other technical items.
Capital financing	0.2	Interest and debt repayment costs for the capital programme.
<b>Total Growth</b>	<b>13.0</b>	

### **Overall funding position**

- 5.15 The table below sets out the overall balanced budget for the next three years and is unchanged from the draft budget agreed by Cabinet in November 2019. As set out earlier in the report, until a longer term Spending Review is published and until the direction of the Fair Funding review is clearer this estimate will be subject to considerable change or at least uncertainty.

	2020/21	2021/22	2022/23
	£m	£m	£m
<b>Expenditure</b>			
Assumed budget brought forward before in-year growth and savings	276.0	289.8	295.7
Demographic Growth	3.5	3.5	3.5
Other Growth	9.5	10.6	10.6
<b>Total Expenditure</b>	<b>289.0</b>	<b>303.9</b>	<b>309.8</b>
<b>Income</b>			
Revenue Support Grant	(24.9)	(21.7)	(18.8)
Specific Grants (e.g. Public Health)	(39.3)	(39.3)	(39.3)
<b>Total funding from Central Government</b>	<b>(64.2)</b>	<b>(61.0)</b>	<b>(58.1)</b>
Council Tax	(128.1)	(135.2)	(141.4)
Business Rates	(97.5)	(99.5)	(101.7)
<b>Total funding from residents and businesses</b>	<b>(225.6)</b>	<b>(234.7)</b>	<b>(243.1)</b>
<b>Total Income</b>	<b>(289.8)</b>	<b>(295.7)</b>	<b>(301.2)</b>
<b>Savings required (Expenditure less Income)</b>			
<b>(0.8)</b>	<b>8.2</b>	<b>8.6</b>	
£7.4m savings agreed in February 2019 for 2020/21	(7.4)	0	0
£6.1m savings put forward in February 2020 for 2021/22 – 2022/23		(4.3)	(1.8)
Re-profiling adjustment	8.2	(3.9)	(7.3)
Contingency	0	0	0.5
<b>Grand Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

## **6.0 Statutory process of consultation, scrutiny and equalities analyses**

### **Equalities**

- 6.1 The Council has a duty to pay due regard to the need to eliminate unlawful discrimination and advance equality of opportunity and foster good relations between those who have a protected characteristic and those who don't when making decisions. Each of the budget proposals attached in Appendix C have been subject to an initial equality impact assessment (EIA) to assess their potential or likely impact on service users and employees with protected characteristics. Where the EIA process identified a disproportionately negative impact with no reasonable mitigation, the proposals were subject to a full EIA. In addition to individual EIAs, a cumulative (or overall) EIA has been produced to assess and understand the potential cumulative and compounding impact on groups with a protected characteristic that arise from either changes across a range of services or a group of savings proposals. These EIA reports are included within Appendix C alongside the actual proposal. In summary, it has been concluded that all of the proposals are considered reasonable and have shown due regard to the Public Sector Equality Duty.
- 6.2 It is important to note that in some cases when budgets are reduced in any particular area, further decisions will be required to implement the initiative achieving the budget reduction. Those further decisions are often subject to consultation or engagement with residents and other stakeholders and to the results of EIAs or assessments of best value. The results of any consultations and EIA considerations subsequent to those referred to at 6.1, will be analysed and taken into account as part of the decision making process required to put the proposed budget into effect. The savings that can be derived from these initiatives identified in the budget presented for agreement are therefore subject to change. If the proposals are changed in a way that materially reduces the budget reductions derivable from them (for example from having considered in detail the results of a consultation), there will be a need to make up for the shortfall from other additional reductions elsewhere, the use of reserves or by departing from the budget envelope – for which there is a particular constitutional procedure.

### **Scrutiny**

- 6.3 A Budget Scrutiny Task Group was convened after the Cabinet published the draft budget proposals in November 2019. The panel, made up members of the two scrutiny committees (Resources & Public Realm and Community Wellbeing) reviewed the proposals, as well as the budget development process, with relevant Lead members and officers. The panel's report and recommendations, attached in full at Appendix D, were considered and adopted by the Resources & Public Realm scrutiny committee on 29 January 2020 as part of the Cabinet's decision making.

## Consultation

- 6.4 The council recognises consultation as a key part of policy formulation, and makes considerable effort to ensure that the views of residents, businesses and other key stakeholders are taken into account. The Council has consulted on the budget options in a variety of ways. Legally, the results of consultation are something that Members must have due regard to in making budget decisions. However, consultation need not legally be the single or even most significant determining factor in choosing between difficult options, although at Brent considerable emphasis is usually placed on the results of consultation.
- 6.5 As previously set out, the budget proposals for 2020/21 were agreed by Council in February 2019 following an extensive consultation process, as well as scrutiny and equalities analyses. For clarity, these are the proposals set out in Appendix C (i).
- 6.6 The consultation, instead, focused on the new proposals for 2021/22 and 2022/23. These are summarised in Appendix C (ii) and set out in more detail in Appendix C (iii). The following paragraphs set out the results of the various consultation processes.
- 6.7 Brent Connects is a well-established public consultation forum for local residents, businesses and other stakeholders with meetings spread across the borough. The council has consulted on the budget proposals at all five Brent Connects event's January 2020. At these events a presentation was delivered by either the Leader or Deputy Leader and supported by officers, followed by a question and answer session. The table below sets out the schedule of events.

Brent Connects	Date	Attendance
Kingsbury and Kenton	Monday 27 January 2020	25
Harlesden	Monday 13 January 2020	16
Kilburn	Wednesday 8 January 2020	18
Wembley	Tuesday 28 January 2020	37
Willesden	Thursday 30 January 2020	32

- 6.8 The detailed budget proposals were published on the Council's website, inviting comments and feedback through the online consultation portal. A number of people accessed the online consultation and provided responses. Appendix G contains further information about the results of consultation and sets out a summary of emerging themes and other key findings.
- 6.9 There are a number of business forums and associations that the Council regularly engages with that include a wide range of both small and large local businesses. These include West London Business (a non-profit business membership organisation), the Federation of Small Businesses, a number of

town centre business associations and the Brent Business Board. The consultation on the budget was published on the front page of the quarterly newsletter sent to a large number of Brent businesses, explaining why the views of local businesses were important and how they could have their say.

- 6.10 The local voluntary sector is closely engaged with Brent's communities and has considerable experience of the impact of the council's difficult choices against a background of funding reductions. Engagement with the local voluntary sector has therefore been an important part of the consultation process. Invitations to participate in the consultation were sent to all Brent voluntary and community sector organisations. In addition, the consultation was publicised in the CVS Brent newsletter throughout the consultation period. A response to the consultation was received from CVS Brent, commenting on the overall financial position of the Council and two specific proposals. These comments are addressed in the detailed savings templates set out in Appendix C (iii).
- 6.11 In order to maximise the opportunity for comment the consultation was kept open to 31 January 2020. The comments above reflect the position shortly before that date to fit in with the despatch deadlines for this report. In the event that significant numbers of new comments are received subsequent to this, an update will be provided to Cabinet.
- 6.12 Overall, one of the main aims of the consultation and communication strategy was to raise awareness of the council's financial position, inform residents on how the council spends its budget and ensure residents, businesses and other key stakeholders were fully aware of the opportunities to have their say, by knowing how to respond and when the consultation events were taking place. This was delivered through a variety of communication channels, including advertising in local papers, publicity on the council's website, media briefings and use of the council's Facebook and Twitter accounts to disseminate reminders and encourage residents to participate.
- 6.13 All of these consultation responses are important. Members need to have regard to them, but are not obliged to follow the suggestions made. It is relevant to note that the consultees are, statistically speaking, "self-selecting" and therefore not necessarily reflective of opinion in the borough as a whole, nor are they necessarily statistically significant. On the other hand, the people who have responded have chosen to take the time to review the council's proposals and to contribute their thoughts, and often their views will be representative of the views of a much larger number of people.

## 7.0 Housing Revenue Account Budget and Housing General Fund Budget 2020/21

### Housing Revenue Account

- 7.1 The proposed HRA annual budget for 2020/21 sets out proposed expenditure for housing management services, stock investment and maintenance works and new council housing development programmes as well as rent and service charge setting proposals for 2020/21. This report also includes Housing General Fund rent-setting proposals for stock managed by Hillside (Hyde Group) and for the Residential Pitches portfolio.
- 7.2 After four consecutive years of rent reductions, 2019/20 will be the final year of the required 1% rent reduction as set out in the Welfare Reform Act. The Government has set out its rent policy, which allows rent levels to be increased by CPI +1% for the next five years starting from April 2020.
- 7.3 The table below shows the average rent per week, for the various bed sizes, before the 1% rent reductions compared to current rates, and the proposed increase of 2.7% (CPI+1%) for 2020/21. All new re-lets are charged at formula rent, therefore the current average rent will not be a directly comparable reduction against 2015/16.

#### Rent setting proposal for 2020/21

Bed Size	Average Net Rent 2015/16 (before rent reductions)	Current Average Net Rent 2019/20	Proposed Average Net Rent 2020/21 (2.7%)	Proposed v 2015/16 Rent
	£	£	£	£
Bedsits	88.12	84.59	86.87	(1.25)
1	102.06	98.46	101.12	(0.94)
2	115.66	113.59	116.65	0.99
3	127.73	125.55	128.94	1.21
4	138.95	135.96	139.63	0.68
5	148.83	147.63	151.61	2.78
6	152.56	155.39	159.59	7.03
<b>Average Rent</b>	<b>114.53</b>	<b>112.06</b>	<b>115.08</b>	<b>0.55</b>

- 7.4 The proposed rent rates for 2020/21 will be on average £0.55 per week (0.48%) more than they were in 2015/16. The average rent increase compared to the current financial year is estimated to be £3.02. As part of the statutory rent setting process, the proposed rent increase was put out for consultation on the Council's online portal on 27 December 2019 and closed on 26 January 2020.
- 7.5 The rent increase will contribute towards the council's future years investment programme in council homes, including £13.5m on fitting new kitchens,

bathrooms, windows and roof renewals, £3m of appropriate fire safety measures, and carry out £0.5m of estate improvements such as bike sheds, build new family homes, and create user-friendly technology systems.

- 7.6 The net rent amounts are excluding service charges. The service charges are a recharge to tenants and leaseholders which is based on the actual costs incurred for providing specific services, such as estate cleaning.

### **Tenants Service Charges**

- 7.7 It is proposed that service charges for HRA dwellings are increased by an average of £0.21 per week (2%). The individual service charge elements have been adjusted to bring them in line with the estimated contract costs of providing these services to tenants in 2020/21. This is shown in the table below which displays the average charges made to date in 2019/20, and which reflects the current number of units.

#### **Tenants Service Charges for 2020/21**

<b>Service</b>	<b>Current Average Charge 2019/20</b>	<b>Recommended Average Charge 2020/21</b>	<b>Estimated Increase / (Decrease)</b>
	(£/Week)	(£/Week)	%
Concierge	9.64	10.70	11%
Communal Lighting	1.42	1.49	5%
Grounds Maintenance	1.35	1.35	0%
Cleaning (Internal and External)	6.87	6.87	0%
Laundry	2.75	2.75	0%
TV Aerial	0.74	0.74	0%
Communal Heating (District)	8.27	8.68	5%
Hot Water	2.28	2.39	5%
Helpline Monitoring Service	1.49	1.56	5%
<b>Average Charge</b>	<b>9.92</b>	<b>10.13</b>	<b>2%</b>

### **Garages Rent Setting**

- 7.8 The HRA currently has 280 active garage accounts, a reduction of 51 accounts compared to 2018/19. The estimated annual income for 2019/20 is £0.20m, a reduction of £0.04m from previous year. It is proposed for 2020/21 that charges should increase by 2.7% (CPI plus 1%) for residents and 3.1% for non-residents. Average weekly charges are shown in the table below.

### **Proposed charges for Garages 2020/21**

<b>Average Weekly Charge</b>	<b>Existing charge 2019/20</b>	<b>Proposed charges 2020/21</b>	<b>Proposed Increase</b>
	<b>£</b>	<b>£</b>	<b>%</b>
<b>Residents</b>	10.67	10.96	2.7%
<b>Non -residents</b>	16.55	17.06	3.1%

### **HRA forecast outturn 2019/20:**

- 7.9 In the current financial year, budget pressures of £0.5m have been identified. This is due to the additional staffing and associated costs of bringing the estate cleaning team, previously carried out by Wettons, in-house from September 2019.
- 7.10 A projected underspend on responsive void works of £0.3m will partially offset budget pressures. In addition to this, the annual adjustments to reflect actual costs incurred by the Council in relation to service charges has resulted in an additional £0.2m leasehold service charge income, this will contribute towards mitigating the full risk of overspend in 2019/20. Overall, the HRA is forecasting to spend in line with the approved balanced budget set in February 2019.

### **HRA budgets 2020/21:**

- 7.11 The proposed budget for 2020/21 is set out in the table below and shows a net balanced budget. The budget movements are as a result of the items summarised below:

<b>Technical adjustments</b>	<b>£m</b>
Rent increase of 2.7% on 2019/20 base stock.	(1.3)
Additional rent from 119 new homes expected between 2019/20 and 2020/21.	(0.7)
Increase for cost of borrowing to fund the new council homes programme, and interest rate rises from the Public Works Loan Board (PWLB), which took effect from October 2019.	1.8
Reduction in revenue contributions on capital works due to re-profiling of major works to existing properties, bringing it in line with the Asset Management Strategy.	(0.5)
Increase for re-alignment of leaseholders service charge budget to bring it in line with actual billed values from 2019/20.	(0.2)
<b>Growth</b>	<b>£m</b>

Increases on pay and operational cost inflation.	0.5
Repairs contract inflation increases.	0.5
Associated costs of in-house estate cleaning services.	0.1
Supporting community hubs.	0.1
<b>Savings</b>	<b>£m</b>
Budget decrease on void works due to reductions on eviction rates and revision of assumed void rates based on 2019/20 in-year performance.	(0.1)
Efficiency savings across housing management following successful implementation of the transformation programme.	(0.2)
<b>Total Net Movement</b>	<b>0.0</b>

7.12 The proposed 2020/21 HRA budget will ensure that the HRA will continue to hold £1.3m in reserve balances as part of the 30 year HRA business plan.

#### **HRA Final Budget 2019/20 v Draft Budgets for 2020/21**

	<b>Final Budgets 2019/20 (1)</b>	<b>Draft Budgets 2020/21 (2)</b>	<b>Variance (2-1)</b>	<b>Variance Explanation</b>
<b>Description</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	
Rents and Service Charge	(48.2)	(49.9)	(1.7)	Tenant rents and service charges plus new homes offset by rent loss through voids and RTB sales
Non Dwelling Rents	(0.2)	(0.5)	(0.3)	
Leaseholders' Charge for Services and Facilities	(2.4)	(2.6)	(0.2)	Increase in line with service charge actuals in 2019/20
Major Works and Other Contribution Towards Expenditure	(2.4)	(2.3)	0.1	
<b>Total Income</b>	<b>(53.2)</b>	<b>(55.3)</b>	<b>(2.1)</b>	
Repairs and Maintenance	11.4	11.7	0.3	Voids budget savings offset by inflationary uplift on repairs contracts
Supervision and Management	11.4	11.8	0.4	Transformation savings offset by inflationary uplift on pay and on costs, and

				community hub funding
Special Services	4.0	4.1	0.1	Staffing, vehicle and equipment costs of delivering in-house estates cleaning team
Rent and Rates and Others Charges	0.9	0.9	0.0	
Depreciation of Fixed Assets	17.7	17.2	(0.5)	Reduction to capital contributions
Bad or Doubtful Debts	0.4	0.4	0	
Capital Financing and Debt Management	7.4	9.2	1.8	Increased borrowing for investment in new council homes and interest rate rise from PWLB
<b>Total Expenditure</b>	<b>53.2</b>	<b>55.3</b>	<b>2.1</b>	
<b>(Surplus)/or Deficit for the Year on HRA</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Housing Revenue Account brought forward</b>	(1.3)	(1.3)	(0)	
(Surplus)/or Deficit on HRA	0	0	0	
<b>Closing balance</b>	(1.3)	(1.3)	0	

### **HRA Stock Improvement and Major Works Budgets 2020/21 and 2021/22**

- 7.13 Planned works include refurbishments such as new roofs, facades, windows, lifts, kitchens, bathrooms, heating systems and the planned fire safety works for 2020/21.
- 7.14 The Asset Management Strategy highlights the requirement for a stock improvement and major works capital budget of £17m for 2020/21.
- 7.15 To ensure the efficient delivery of this multi-year capital programme, it would be prudent to allocate an indicative 2021/22 major works budget, estimated to be £17m. In total, this results in £34m investment in Council homes over the next 2 years.

## **New Council Homes Programme 2020/21**

- 7.16 The development and management of new council homes and affordable housing remains a key priority of the council's Housing Strategy and of the HRA Asset Management Strategy.
- 7.17 The 2019/20 planned expenditure is £17.8m on new council homes and acquisition. Further continued investment of £83m over the next 4 years to deliver 310 new homes is currently at the planning stage. The new build budget for 2020/21 is £28m towards the delivery of 260 homes.

## **Housing General Fund**

### **Hillside Rent Setting 2020/21**

- 7.18 In addition to the dwellings contained within the HRA, the Council also continues to hold dwellings in the General Fund (GF). These dwellings were formerly held by the Stonebridge Housing Action Trust (HAT) and were transferred to Brent Council in August 2007 when the HAT was dissolved. The Council currently owns 324 properties under this scheme and Hillside Housing Trust (part of Hyde Housing Group) manages these properties on the Council's behalf.
- 7.19 The table below sets out the rent levels for 2020/21, with an average increase of £3.28 per week:

### **Range of Weekly Rents for 2020/21**

	<b>Weekly Rent 2019/20 (£)</b>	<b>Weekly Rent 2020/21 (£)</b>	<b>Increase (£)</b>	<b>Increase (%)</b>
1 Bed Flat	99.35	102.03	2.68	2.7%
2 Bed Flat	117.61	120.79	3.18	2.7%
1 S/croft Elders	99.35	102.03	2.68	2.7%
2 S/croft Elders	117.61	120.79	3.18	2.7%
2 Bed House	127.74	131.19	3.45	2.7%
3 Bed House	140	143.78	3.78	2.7%
4+ Bed House	147.38	151.36	3.98	2.7%

Hillside are also responsible for setting service charges across the stock, including those retained by the council. The average service charge per week for 2020/21 is set at £6.71 per week, an increase of £0.18 from the 2019/20 average, based on an uplift of 2.7% (CPI + 1%).

### **Housing Private Finance Initiative (PFI) 2020/21**

- 7.20 The Housing PFI refers to 364 units of rented accommodation managed by Hyde under a PFI contract. The stock is made up of a mixture of Temporary Accommodation, Affordable Rent and Discounted Market Rent properties. As per the cabinet decision on the 17 January 2017 in regards to PFI Housing Tenancy Conversions, Temporary Accommodation units are being phased out with the units being converted into Affordable Rent and Discounted Market Rent properties.
- 7.21 The proposal is to hold the rents at the current levels, with no increase for the coming year.

#### **Travellers' Site Pitch Rent 2020/21**

- 7.22 The current weekly pitch rent is £144.15. It is proposed to increase this by CPI + 1% (2.7%) to £148.04 for 2020/21. It is estimated to generate an annual income of £0.24m.

### **8.0 Schools Revenue Budget**

- 8.1 The Dedicated Schools Grant allocations were announced on 19 December 2019, and the proposed budget, as described below, was endorsed by the Schools Forum on 15 January 2020. The main Schools Block which supports mainstream schools has been confirmed at £234.7m, which is £3.7m more than last year. It equates to £5,563 per pupil, an increase of £41 compared to 2019/20. This overall increase is due to a national minimum increase in pupil funding, and an increase in the number of secondary pupils. The number of primary phase pupils funded in the formula has reduced slightly compared to last year, but overall mainstream pupil numbers in Brent rose from 41,997 to 42,186. The gains in funding do however mask a £1m reduction to the block due to changes in the national funding formula pupil growth allocations.
- 8.2 During the autumn term Schools Forum were consulted on and agreed some adjustments to the local funding formula. A new factor for funding schools with more mobile cohorts of pupils will be introduced, and the pupil growth fund has been increased to fund further expected increases in secondary pupils. The additional Schools block funds were also used to increase all pupil funding factors, and all schools will receive a minimum 0.5% per pupil funding increase. The report on the mainstream funding formula recommends that 0.46% (£1m) of the mainstream schools funding block be transferred to the High Needs block which provides for SEND pupils. This was recommended as a measure to address the increasing demand for SEND provision. Separate to the DSG there are also significant grants from central government to assist schools in meeting the costs of the teachers' pay rise and the increased contributions to the teachers' pension scheme.
- 8.3 The allocation for the High Needs Block has been announced at £61.3m. This is £5m more than received in 2019/20 and represents a 9% increase. This is Brent's share of an 11% national increase in High Needs funding. Like most authorities Brent is facing substantial pressures in this area, and is

overspending in 2019/20. The £5m additional funding and the £1m Schools block transfer will be allocated against these pressures across the High Needs block budget for 2020/21 in consultation with the Schools Forum High Needs sub group. The DfE are changing the terms and conditions of the DSG, to make it clearer that any deficit position can be carried forward against the grant for future years. It is envisaged that a multi-year recovery plan would then be required in addition to sustained increases in funding.

- 8.4 The provisional Early Years block was announced at £22.9m. This allocation is updated in July each year following the confirmation of the spring early years census. There are marginal increases to the hourly funding rate allocations for 2 year olds and 3 and 4 year olds. A small block of DSG funding which supports some central services has reduced slightly to £2.2m. This brings the total 2020/21 DSG allocation for Brent to £321.1m.

## **9.0 Pay Policy Statement 2020/21**

- 9.1 Section 38 of the Localism Act 2011 requires local authorities to publish an annual 'Pay Policy Statement', setting out their policies in respect of chief officer remuneration and other specified matters. Regard must be had to guidance to be published by the Secretary of State in preparing the statement, which must be approved by full Council. The Council is then constrained by its pay policy statement when making determinations on chief officer pay, although the statement may be amended at any time by a further resolution of the full Council. No new guidance has been published since the statement was adopted for 2019/20 and so there are no proposed changes related to the guidance. The Draft Pay Policy Statement, attached as Appendix H, contains minor updating and cosmetic changes from the Statement adopted by full Council for the last financial year.

## **10.0 Overall summary and conclusion**

- 10.1 Local government continues to face an extremely challenging financial outlook following a prolonged period of austerity as well as disproportionate growth in demand for services. The council has faced significant reductions in government funding, as well as challenges posed by new legislation, and has had to deliver savings of £174m since 2010, including a further £13.5m over the next three years by way of this report. In addition, there is a growing level of uncertainty as the cliff edge of 2021 approaches – marking the end of the current Spending Review period and start of the new funding baselines (following the Fair Funding Review) and 75% business rates retention scheme.
- 10.2 As funding has been cut the population has grown and this has been particularly pronounced in the very oldest and very youngest age groups, which are statistically most likely to require services from the council, thus adding to the cost pressures. Coupled with the impact of legislative change, this has created substantial financial pressures.
- 10.3 There is no doubt that the short term funding boost is welcomed in local government, particularly for social care departments. Demand for social care

is rising and funding will benefit some of the most vulnerable members of our society. However, in order to address the national social care crisis, larger and more frequent funding boosts will need to follow.

- 10.4 A key area of concern is that this Spending Round was announced without the Office of Budget Responsibility's latest fiscal forecasts, comments or consultation, as would be expected with a Budget or Spring Statement. This, coupled with the political uncertainty of a new Government and a potentially disorderly Brexit, means that these allocations have been made with a limited fiscal view and without knowing the real costs of the UK's departure from the EU.
- 10.5 Despite dealing with these pressures and uncertainties, and subject to the remaining uncertainties in the financial planning assumptions, some of which are simply inherent in any budgeting process, the council has sufficient options at its disposal to balance the budget for the next three years.
- 10.6 It is worth reflecting on the strength of this financial position. Officers' expectation is that savings of £6.1m will be needed between 2021/22 and 2022/23 in order to be able to agree a balanced budget for those years. This includes a £0.5m contingency budget to mitigate any unforeseen risks to future budget assumptions. If the proposals put forward by way of this report are adopted, the council will be able to balance its budget for the next three years. Setting budgets for more than a single year will also allow the council to continue its longer-term approach to financial planning, identifying more opportunities to reduce costs without significant reductions to services that residents value.

## **11.0 Financial Implications**

- 11.1 The council's financial position has been set out in this report and Members are under a legal obligation to set a balanced budget. In doing so they are obliged, under normal administrative principles, to take into account the various relevant factors, particularly in respect of consultation and equalities. In doing so Members are, of course, entitled to exercise their political judgement, paying regard to the relevant factors rather than being absolutely determined by them.
- 11.2 The budget report sets out a comprehensive picture of the council's finances over the short, medium and long term to assist in the decision making process in setting the 2020/21 budget and the forward looking business plans.
- 11.3 In considering the budget report, a key consideration should be the delivery of the saving programme as it presents substantial management challenges. Again, considerable management attention has been and is being devoted to ensure that these can be delivered, but it is important to stress again the inherent risks in delivering such a complex programme.
- 11.4 In addition to the risk of delivery of the savings programme, there remains considerable uncertainty on the future of Local Government funding from 2021/22. In consequence, and following a comprehensive review of budget

assumptions, the general reserve is expected to increase from £15m to £20m. This level is still relatively low for London, but is not unreasonable.

- 11.5 That said, the budget now proposed is realistic and affordable, albeit challenging. The increases in council tax set out, if agreed, will generate significant additional revenue over time, minimising the number of difficult new decisions about funding for specific services to be proposed. If agreed, this budget would provide for affordable services in 2020/21, but further savings of £6.1m are estimated to be required between 2021/22 and 2022/23.
- 11.6 Formally, this section of the report is the report of the section 151 officer to which the council is required by section 25 of the Local Government Act 2003 to have regard confirming that if the budget as proposed were to be agreed the estimates made for the purposes of the calculations are robust and the proposed financial reserves are adequate.

## **12.0 Legal Implications**

- 12.1 These are set out in Appendix E.

## **13.0 Equality Implications**

- 13.1 Section six of this report provides more details of the approach to complying with the Equalities Act 2010 and the outcome of equalities impact assessments.

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

- 14.1 Section six of this report provides more details of the statutory consultation process with regards to setting the 2020/21 budget.

## **15.0 Human Resources**

- 15.1 Of the proposals identified in Appendix C, there are some where there is a potential impact on staffing and could be subject to redundancy. However, the number of redundancies is not expected to be significant since the introduction of a 'time limited' voluntary redundancy scheme in 2018.
- 15.2 The Council will apply its Managing Change Policy and Procedure in the application of all restructuring arrangements which have an impact on staff, consulting with staff and trade union representatives accordingly.

Related Document: Draft Budget 2020/21 – 2022/23 and medium term financial outlook, Cabinet November 2019

**Report sign off:**

**Minesh Patel**  
Director of Finance

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Appendix A	Overall Revenue Budget 2020/21
Appendix B	Service Cost Pressures 2020/21
Appendix C (i)	Summary of savings proposals 2020/21
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## **Appendix A: Overall Revenue Budget 2020/21**

The table below sets out the revenue budget for each directorate in 2020/21 and how this has changed from the 2019/20 budget.

	<b>2019/20 Current Budget £m</b>	<b>Growth £m</b>	<b>Savings £m</b>	<b>Technical Adjustments £m</b>	<b>2020/21 Approved Budget £m</b>
<b>Service Area Budgets</b>					
Community Wellbeing	122.7	6.0	(4.2)	0.0	124.5
Children & Young People	45.3	1.8	(1.6)	0.0	45.5
Regeneration & Environment	39.7	2.3	(0.8)	0.0	41.2
Customer & Digital Services	20.0	1.9	(0.4)	0.0	21.5
Assistant Chief Executive	7.5	0.3	(0.3)	0.0	7.5
Chief Executive's Departments	15.6	0.3	(0.1)	0.0	15.8
<b>Total Service Area Budgets</b>	<b>250.8</b>	<b>12.6</b>	<b>(7.4)</b>	<b>0.0</b>	<b>256.0</b>
Central Budgets	25.2	0.4		8.2	33.8
<b>Total Budget Requirement</b>	<b>276.0</b>	<b>13.0</b>	<b>(7.4)</b>	<b>8.2</b>	<b>289.8</b>
<b>Funding</b>					
Business Rates	95.5	0.0	0.0	2.0	97.5
Revenue Support Grant	24.5	0.0	0.0	0.4	24.9
Specific Grants	34.0	0.0	0.0	5.3	39.3
Council Tax	122.0	0.0	0.0	6.1	128.1
<b>Total Funding</b>	<b>276.0</b>	<b>0.0</b>	<b>0.0</b>	<b>13.8</b>	<b>289.8</b>

## Revenue Budget 2020/21 – Service level budgets

The tables below set out the net revenue budget for each directorate at a service level

	2019/20 Current Budget £m	Growth £m	Savings £m	Technical Adjustments £m	2020/21 Approved Budget £m
<b>Service Level Breakdown</b>					
<b>Community Wellbeing</b>					
Adult Social Care	88.0	5.5	(2.2)	0.0	91.3
Culture	5.1	0.0	0.0	0.0	5.1
Housing	8.8	0.5	(1.2)	0.0	8.1
Public Health	20.8	0.0	(0.8)	0.0	20.0
<b>Total Budget</b>	<b>122.7</b>	<b>6.0</b>	<b>(4.2)</b>	<b>0.0</b>	<b>124.5</b>
<b>Children &amp; Young People</b>					
Children and Young People Directorate	0.3	0.0	0.0	0.0	0.3
Integration and Improved Outcomes	27.7	0.0	(1.5)	0.0	26.2
Safeguarding, Performance and strategy	18.4	0.0	(0.1)	0.0	18.3
Other School Related Budgets	(1.1)	1.8	0.0	0.0	0.7
<b>Total Budget</b>	<b>45.3</b>	<b>1.8</b>	<b>(1.6)</b>	<b>0.0</b>	<b>45.5</b>
<b>Regeneration &amp; Environment</b>					
Regeneration & Environment Directorate	1.8	0.4	(0.1)	0.0	2.1
Environmental Services	31.3	1.5	(0.4)	0.0	32.4
Regeneration	0.6	0.0	(0.1)	0.0	0.5
Property	6.0	0.4	(0.2)	0.0	6.2
<b>Total Budget</b>	<b>39.7</b>	<b>2.3</b>	<b>(0.8)</b>	<b>0.0</b>	<b>41.2</b>
<b>Customer &amp; Digital Services</b>					
Customer and Digital Services	0.2	1.3	0.0	0.0	1.5
ICT Client and Applications Support	5.7	0.0	0.0	0.0	5.7
Procurement	1.2	0.1	0.0	0.0	1.3
Transformation	2.8	0.2	0.0	0.0	3.0
Digital Services	10.1	0.0	0.0	0.0	10.1
Customer Services	0.0	0.3	(0.4)	0.0	(0.1)
<b>Total Budget</b>	<b>20.0</b>	<b>1.9</b>	<b>(0.4)</b>	<b>0.0</b>	<b>21.5</b>
<b>Assistant Chief Executive</b>					
ACE Director	0.2	0.1	0.0	0.0	0.3
Chief Executive's Office	0.5	0.0	0.0	0.0	0.5
Communications	0.4	0.1	(0.1)	0.0	0.4
Executive & Member Services	3.5	0.1	0.0	0.0	3.6
Performance Improvement	0.0	0.0	0.0	0.0	0.0
Strategy & Partnership	2.9	0.0	(0.2)	0.0	2.7
<b>Total Budget</b>	<b>7.5</b>	<b>0.3</b>	<b>(0.3)</b>	<b>0.0</b>	<b>7.5</b>
<b>Chief Executive's Departments</b>					
Legal, HR, Audit & Investigations	8.4	0.2	(0.1)	0.0	8.5
Finance	7.2	0.1	0.0	0.0	7.3
<b>Total Budget</b>	<b>15.6</b>	<b>0.3</b>	<b>(0.1)</b>	<b>0.0</b>	<b>15.8</b>
<b>Total Departmental Budgets</b>	<b>259.8</b>	<b>12.6</b>	<b>(7.4)</b>	<b>0.0</b>	<b>256.0</b>

**Appendix B: Service Growth / Cost Pressures 2020/21**

Service	Item	2020/21 £m	Comments
	<b>Demography</b>		
			The population projections shown below are from the GLA's annual population report.
Regeneration & Environment	Refuse Collection	0.1	0.8% growth in overall population
Regeneration & Environment	Public Realm (excluding Refuse Collection)	0.2	0.8% growth in overall population
Children & Young People	Children's social care	0.5	0.1% growth in 0-5 years; 0.6% growth in 0-25 years; 2.4% growth in 10-15 years.
Community Well Being	Learning Disabilities, Mental Health and Physical disabilities (18-65)	0.4	0.6% growth in population 18-65 years
Community Well Being	Older People (65+) Non Home Care	1.0	2.5% growth in population 65-84 years; 4.6% growth in population 85+
Community Well Being	Older People (65+) Home Care	0.6	2.5% growth in population 65-84 years; 4.6% growth in population 85+
Community Well Being	Housing - Temporary Accommodation	0.5	Projected growth in temporary accommodation costs
Resources	Customer Services	0.1	0.9% growth in population over 18
Resources	Legal services	0.1	Additional caseload caused by above, principally children's social care and adult social care.
	<b>Total</b>	<b>3.5</b>	
	<b>Inflation</b>		
Various	Payroll Inflation	2.1	The pay settlement for 2020/21 is expected to be 2%, which adds £2.1m to total staffing costs.
Central	Contract inflation	3.5	General contract inflation is assumed to average 2%, which will cost £3.5m each year.
Community Well Being	National Living Wage for carers	0.4	The cost of paying providers for the uplift caused by the annual increases to bring the national living wage up to 60% of median earnings by 2020 will add £0.4m to the adult social care budget each year.
	<b>Total</b>	<b>6.0</b>	
	<b>Technical</b>		
Central	Pension fund, Insurance and Levies	0.5	There are a set of costs associated with pensions and other related payments. The main issue is the impact of the triennial actuarial review of the pension fund, which will affect pension costs from 2020/21 onwards. The run off of the closed LPFA fund adds to this, partially offset by the ongoing gradual reduction in the number of payments for previously granted premature retirements. (Any new early retirements are met by capital contributions at the point of the decision). Also, Brent is required to contribute towards London wide levies, such as to the Environment Agency, West London Waste Authority and Lea Valley Park. These costs increase every year as the tax base increases. The total impact of these items is £0.5m, including insurance costs where the majority relates directly to the actuarial review.
	<b>Total</b>	<b>0.5</b>	
	<b>Transport</b>		
Adult Social Care	Freedom pass growth	0.5	The council needs to recognise unavoidable costs associated with London wide policies. The main issue here is freedom passes, the cost of which is paid for across London and redistributed according to data provided by the Oyster cards that record journeys. Given Brent's ageing demographic, and relatively good transport links, the inevitable consequence is that the costs of the scheme continue to rise locally.
Regeneration & Environment	Brent Transport Services	0.8	The Council's largest requirement for passenger transport comes from the provision of home to school transport for children and young people with Special Educational Needs (SEN) who have a statement requiring the provision of a specific type of education, normally at a special school or unit catering for their particular educational need. Where the statement identifies a need for the learner to be transported to and from school, the Authority has a statutory duty to provide the required transport. In London, the number of SEN pupils has increased by 32 per cent since 2013/14, a higher rate of growth compared to the rest of England. In Brent, passenger numbers for the last 2 years have increased by 14% and 3% respectively. The projection going forwards is that there will be an estimated 8% annual net increase in passenger numbers. £0.8m has been assumed as the need to meet the costs of demand and supply from 2020/21.
	<b>Total</b>	<b>1.3</b>	
	<b>Social value</b>		
Central	London Living Wage	1.5	The Council has a commitment to paying London Living Wage where possible, including enabling contractors/providers to pay their workers LLW. This has a particularly large impact on the provision of homecare, which is estimated to add £1.5m per annum to the cost of the new contract from 2020/21.
	<b>Total</b>	<b>1.5</b>	
	<b>Capital Financing</b>		
Central	Capital Financing	0.2	Interest and debt repayment costs for the capital programme.
	<b>Total</b>	<b>0.2</b>	
	<b>GRAND TOTAL OF SERVICE COST / GROWTH PRESSURES</b>	<b>13.0</b>	

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### **Appendix C (i): Summary of 2020/21 budget proposals**

The table below shows a summary of the savings proposals for 2020/21 against each service area.

<b><u>Community Wellbeing</u></b>			
<b>Index</b>	<b>Reference</b>	<b>2020/21 (£000)</b>	<b>Description</b>
CWB001	Public Health re-commissioning	150	Additional efficiencies made through public health re-commissioning
CWB002	Public Health re-commissioning	500	Recommission Children's Centres and Health Visiting as a single contract
CWB003	Public Health re-commissioning	125	Cease untargeted smoking cessation. Retain only a service for mental health service users and pregnant women
CWB007	Housing – extended selective licensing	70	Proportion of the increase in License income to fund corporate overhead charge
CWB009	Additional Housing Reform: Phase 2 Temporary Accommodation reform plan	600	Increased acquisition of private sector accommodation through I4B to meet demand from homeless households and thereby avoiding cost of future TA provision
CWB010	Additional Housing Reform: First Wave Housing	250	Increased income generation through an investment in Private Sector accommodation by First Wave, let at market rates
CWB013	New Accommodation for Independent Living (NAIL)	2,000	Increasing NAIL provision to support more users, but also developing provision to support higher need users and support some users who would have gone into nursing care. Proposed to be re-profiled to 2021/22.
CWB015/16/17/18	Adult Social Care re-commissioning	250	Review of homecare and placement packages, re-commissioning day care
CWB021	Housing Association Lease Scheme	300	Proposed to introduce a Reasonable Rents policy
<b>Total</b>		<b>4,245</b>	

<b><u>Regeneration &amp; Environment</u></b>			
<b>Index</b>	<b>Reference</b>	<b>2020/21 (£000)</b>	<b>Description</b>
R&E001	Dimming street lights	100	The LED Street Lighting CMS provides the Council with the ability to adjust LED lighting output to create additional savings by further reducing both energy costs and carbon emissions
R&E004	Building control	35	The generation of additional income by the Building Control team
R&E008	Wembley licensing	50	Potential increase in revenue arising from increased activity in Wembley
R&E018	Regeneration & Environment staffing efficiencies	450	Review of staffing model in Regeneration & Environment
RES012	Property	200	It is proposed to review all existing leases and other income raised with a view to generating additional income
<b>Total</b>		<b>835</b>	

<b><u>Children &amp; Young People</u></b>			
<b>Index</b>	<b>Reference</b>	<b>2020/21 (£000)</b>	<b>Description</b>
CYP004	WLA Shared Fostering Service	100	Develop a shared fostering service with other WLA boroughs, resulting in staffing efficiencies
CYP008	Children's centres	1,491	Develop family hubs from children's centres
<b>Total</b>		<b>1,591</b>	

<b><u>Assistant Chief Executive</u></b>			
<b>Index</b>	<b>Reference</b>	<b>2020/21 (£000)</b>	<b>Description</b>
PPP001	Reducing voluntary sector grants	158	Proposed to reduce grants provided to three voluntary sector bodies
PPP003	Restructure of communications, conference & events department	100	It is proposed to restructure the communications, conference & events functions in 2020/21 to realign services to enable the team to maximise income generation opportunities while focusing more tightly on core corporate communications priorities only
<b>Total</b>		<b>258</b>	

<b><u>Customer &amp; Digital Services</u></b>			
<b>Index</b>	<b>Reference</b>	<b>2020/21 (£000)</b>	<b>Description</b>
RES003/04/05	Customer services	425	Service modernisation- more digital services and demand management, revised operating model for managing access for all services, streamlining of structures following return of Council Tax in house.
<b>Total</b>		<b>425</b>	

<b><u>Legal, Human Resources, Audit &amp; Investigations</u></b>			
<b>Index</b>	<b>Reference</b>	<b>2020/21 (£000)</b>	<b>Description</b>
RES001	Legal savings - Demand management	50	Savings to recognise the impact of the Impower demand management review, income generation and bringing more work in house which will lead to less spend on external legal counsel
<b>Total</b>		<b>50</b>	

<b>Grand Total</b>	<b>7,404</b>	
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**Appendix C (ii) Summary of 2021/22 - 2022/23 budget proposals**

Reference	Department	Description	Theme	Amount (£000)	2021/22 (£000)	2022/23 (£000)
2021-23 CWB 001	Community Wellbeing	Reablement	Service Transformation	580	460	120
2021-23 CWB 003	Community Wellbeing	Placement Review	Making our money go further	250	250	0
2021-23 CWB 004	Community Wellbeing	Deprivation of Liberty Safeguards (DoLS) provision	Making our money go further	30	30	0
2021-23 CWB 005	Community Wellbeing	Community Care recommissioning	Making our money go further	750	750	0
2021-23 CWB 006	Community Wellbeing	Properties to relieve Temporary Accommodation	Making our money go further	1990	1430	560
<b>Sub Total</b>				<b>3,600</b>	<b>2,920</b>	<b>680</b>
2021-23 CYP 001	Children & Young People	Clawback of unused Direct Payments	Service Transformation	25	25	0
2021-23 CYP 002	Children & Young People	Short Breaks Centre	Income generation	50	50	0
2021-23 CYP 003	Children & Young People	Adjusting resources in demand led budgets	Service Transformation	150	150	0
2021-23 CYP 004	Children & Young People	Review and zero base other service area budgets	Making our money go further	100	100	0
2021-23 CYP 005	Children & Young People	Increased income target for the Gordon Brown Centre	Income generation	50	50	0
2021-23 CYP 006	Children & Young People	10% saving on commissioning	Making our money go further	50	50	0
<b>Sub Total</b>				<b>425</b>	<b>425</b>	<b>0</b>
2021-23 R&E 001	Regeneration & Environment	General Efficiencies across R&E	Service Transformation	215	215	0
2021-23 R&E 002	Regeneration & Environment	Lighting Maintenance	Making our money go further	140	140	0
2021-23 R&E 003	Regeneration & Environment	Schemes/Drainage fees	Income generation	100	100	0
2021-23 R&E 004	Regeneration & Environment	Damage Cost Recovery	Income generation	50	0	50
2021-23 R&E 005	Regeneration & Environment	Building Control Fees Review	Income generation	50	50	0
2021-23 R&E 006	Regeneration & Environment	Brent Transport Services move	Service Transformation	150	0	150
2021-23 R&E 007	Regeneration & Environment	Pre-app service; review basic and enhanced offer	Income generation	5	5	0
2021-23 R&E 009	Regeneration & Environment	Apprenticeship levy commercial offer	Income generation	45	15	30
2021-23 R&E 011	Regeneration & Environment	Facilities Management contract review	Making our money go further	70	70	0
<b>Sub Total</b>				<b>825</b>	<b>595</b>	<b>230</b>
2021-23 CDS 001	Customer & Digital Services	ICT Client and Application support - Income generation	Income generation	80	80	0
2021-23 CDS 003	Customer & Digital Services	ICT Client and Application support - Printing Costs	Making our money go further	40	40	0
2021-23 CDS 004	Customer & Digital Services	ICT Client and Application support - Salaries	Service Transformation	160	0	160
2021-23 CDS 005	Customer & Digital Services	ICT Client and Application support - Oracle changes budget	Service Transformation	20	20	0
2021-23 CDS 006	Customer & Digital Services	Merger of Housing and BCS contact centre	Service Transformation	100	50	50
2021-23 CDS 007	Customer & Digital Services	Reduction in Postal Costs	Service Transformation	30	0	30
2021-23 CDS 008	Customer & Digital Services	Savings from new Council Tax Support scheme	Service Transformation	50	50	0
2021-23 CDS 009	Customer & Digital Services	Increased automation in Customer Services	Service Transformation	100	50	50
2021-23 CDS 010	Customer & Digital Services	Replace IEG (on line benefits form)	Service Transformation	75	0	75
2021-23 CDS 011	Customer & Digital Services	Staffing efficiencies in Customer Services	Service Transformation	145	50	95
2021-23 CDS 012	Customer & Digital Services	Transformation - Staffing efficiencies	Service Transformation	100	0	100
<b>Sub Total</b>				<b>900</b>	<b>340</b>	<b>560</b>
2021-23 CE 001	Chief Executive	Efficiency savings within Legal, HR, Audit & Investigations	Making our money go further	100	0	100
2021-23 CE 002	Chief Executive	Efficiency savings within Finance	Making our money go further	100	0	100
2021-23 CE 003	Chief Executive	Efficiency savings within Assistant Chief Executive	Making our money go further	100	0	100
<b>Sub Total</b>				<b>300</b>	<b>0</b>	<b>300</b>
<b>Grant Total</b>				<b>6,050</b>	<b>4,280</b>	<b>1,770</b>

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### **Appendix C (iii): Detailed budget templates for 2021/22 - 2022/23 proposals**

This appendix contains the detailed budget templates for each of the savings proposals that are to be taken forward by way of this Cabinet report.

<b><u>Community Wellbeing</u></b>		
<b>Reference</b>	<b>Description</b>	<b>Page no.</b>
2021-23 CWB 001	Reablement	3
2021-23 CWB 003	Placement Review	6
2021-23 CWB 004	Deprivation of Liberty Safeguards (DoLS) provision	8
2021-23 CWB 005	Community Care recommissioning	11
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<b><u>Children &amp; Young People</u></b>		
<b>Reference</b>	<b>Description</b>	<b>Page no.</b>
2021-23 CYP 001	Clawback of unused Direct Payments	16
2021-23 CYP 002	Short Breaks Centre	18
2021-23 CYP 003	Adjusting resources in demand led budgets	20
2021-23 CYP 004	Review and zero base other service area budgets	22
2021-23 CYP 005	Increased income target for the Gordon Brown Centre	24
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<b><u>Regeneration &amp; Environment</u></b>		
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2021-23 R&E 001	General Efficiencies across R&E	28
2021-23 R&E 002	Lighting Maintenance	30
2021-23 R&E 003	Schemes/Drainage fees	32
2021-23 R&E 004	Damage Cost Recovery	34
2021-23 R&E 005	Building Control Fees Review	36
2021-23 R&E 006	Brent Transport Services move	38
2021-23 R&E 007	Pre-app service; review basic and enhanced offer	40
2021-23 R&E 009	Apprenticeship levy commercial offer	42
2021-23 R&E 011	Facilities Management contract review	45
<b><u>Customer &amp; Digital Services</u></b>		
<b>Reference</b>	<b>Description</b>	<b>Page no.</b>
2021-23 CDS 001/2	ICT Client and Application support - Income generation	47
2021-23 CDS 003/5	ICT Client and Application support - Printing Costs & Oracle changes budget	49
2021-23 CDS 004	ICT Client and Application support - Salaries	51
2021-23 CDS 006	Merger of Housing and BCS contact centre	53
2021-23 CDS 007	Reduction in Postal Costs	55
2021-23 CDS 008	Savings from new Council Tax Support scheme	57
2021-23 CDS 009	Increased automation in Customer Services	59

2021-23 CDS 010	Replace IEG (on line benefits form)	61
2021-23 CDS 011	Staffing efficiencies in Customer Services	64
2021-23 CDS 012	Transformation - Staffing efficiencies	67
<b><u>Chief Executive's Department</u></b>		
<b>Reference</b>	<b>Description</b>	<b>Page no.</b>
2021-23 CE 001/2/3	Efficiency savings within Legal, HR, Audit & Investigations/Finance/ Assistant Chief Executive	69

## **Budget Options Information**

<b>Reference:</b>	2021-23 CWB 001
<b>Service(s):</b>	Reablement
<b>Lead Member(s):</b>	Cllr Farah

<b>Savings Proposals:</b>	Delivering the outcomes of the project by Newton Europe. The outcome of the project was that through increased number of people going through reablement, better quality reablement and clearer pathways, the cost of ongoing packages of care could be minimised. A further savings amount has been identified through reducing the contribution that the local authority makes to the rehab (health) element of the service.
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## **Financial and Staffing Information**

<b>2019/20</b>	
<b>Total budget for the service(s) £'000:</b>	<b>1,500</b>
<b>Total post numbers in the services(s) (FTE):</b>	<b>0</b>

	<b>2021/22</b>	<b>2022/23</b>
	£'000	£'000
<b>Proposed saving:</b>	460	120
	FTE	FTE
<b>Proposed staffing reduction</b>		

## **Proposed savings**

A total of £580k savings have been identified. This is a combination of a £160k reduction in the contribution of costs the local authority currently makes towards the management fee of the health (rehab) element of the integrated Rehab and Reablement Service, and £420k of savings through better quality and increased volume of people going through the reablement service, thus minimising the cost of ongoing care.

## **How would this affect users of this service?**

This would be an increase in service, so there is no impact on current users. The impact would be positive as the quality of service would be better and more people would be eligible to be supported to become more independent.

### **Key milestones**

Project work has already begun, with three workstreams supporting the proposed improvements made by Newton Europe. Further work specifically around the IRRS element of the service will be accelerated by appointing a short term project manager to enable the delivery of savings more quickly.

Work is happening to identify and appoint a project manager.

PM in place by Dec 2019

Full project plan completed by end of Jan 2020

Implementation begins by April 2020

Discussion with health colleagues regarding the management contribution to IRRS have started. Delivery of reduction in contribution by April 2020.

### **Key consultations**

Ongoing consultation with staff has started and will continue. Staff are key to redesigning the new service. No formal consultation is required.

### **Key risks and mitigations**

Risk in the pace of delivery not being quick enough without appropriate project management resources being appointed – mitigation is early recruitment and interviewing for PM.

Risk in the quality of rehabilitation services not improving as quickly as desired due to aligned work to bring rehabilitation services in house. This would be mitigated through a clear project plan, a communications plan and ownership of the project by the Project Manager and Heads of Service.

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
EIA to be completed by:	N/A
Deadline:	N/A
Lead officer for this proposal:	Sunny Mehmi, Head of Adult Services

### **Budget Options Information**

<b>Reference:</b>	2021-23 CWB 003
<b>Service(s):</b>	Placement Review
<b>Lead Member(s):</b>	Cllr Farah

<b>Savings Proposals:</b>	Continuing robust challenge of individual package costs based on evidence as part of annual placement reviews.
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### **Financial and Staffing Information**

<b>2019/20</b>	
<b>Total budget for the service(s) £'000:</b>	<b>22,000</b>
<b>Total post numbers in the services(s) (FTE):</b>	<b>0</b>

	<b>2021/2022</b>	<b>2022/23</b>
	£'000	£'000
<b>Proposed saving:</b>	250	0
	FTE	FTE
<b>Proposed staffing reduction</b>	0	0

### **Proposed savings**

There are currently c. 180 placement care packages over £1,000 on Mosaic. A number of these packages will be reviewed as part of the NAIL programme but a small proportion will continue to require a Residential Care placement where a price negotiation may be possible.

### **How would this affect users of this service?**

Negotiation of price of placement will have no impact on service users.

### **Key milestones**

The Residential and Nursing Commissioning Team are set up to review placements on an annual basis. They have a clear annual work programme, which includes priority allocation of cases above £1,000 per week.

## **Key consultations**

None required.

## **Key risks and mitigations**

Risk that with the move of less complex packages into NAIL provision, the people left in placements are higher acuity and therefore the scope to reduce costs of packages will be less.

Risks are mitigated through robust examination of all provider costs and challenge, as well as development of Supplier Relationship Manager posts in the Commissioning Team to support market development and improve relationships with providers.

## **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	Andrew Davies, Head of Commissioning, Contracting and Market Management
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### **Budget Options Information**

<b>Reference:</b>	2021-23 CWB 004
<b>Service(s):</b>	Review of Deprivation of Liberty Safeguards (DoLS) provision
<b>Lead Member(s):</b>	Cllr Farah

<b>Savings Proposals:</b>	BIA (Best Interest Assessor) assessments could be done internally; cost savings based on options including payment to staff vs external BIAs.
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### **Financial and Staffing Information**

<b>2019/20</b>	
<b>Total budget for the service(s) £'000:</b>	<b>171</b>
<b>Total post numbers in the services(s) (FTE):</b>	<b>0</b>

	<b>2021/22</b>	<b>2022/23</b>
	£'000	£'000
<b>Proposed saving:</b>	30	0
	FTE	FTE
<b>Proposed staffing reduction</b>		

### **Proposed savings**

The Deprivation of Liberty Safeguards requires six assessments to be undertaken on each case. In Brent, three of these are commissioned to an external Section 12 Doctor, while the remaining three are commissioned to an external Best Interest Assessors (BIA). This is because existing social workers, employed by the Council and who have BIA training, could not complete the required DoLS assessments in addition to their substantive caseloads.

The current remuneration to external BIAs is approximately £250.00 per assessments, with some variation due to travel or location outside of London. Section 12 Doctors are not employed by the Council and our insurance / liability makes employing a medical professional directly not viable; the only alternative is with the shift to Liberty Protection Safeguards (LPS), CCGs / Hospitals would also be utilising S12 Doctors and could be employed directly by our health partners that we could use through S75 agreement or joint commissioning, at a potential reduced rate to current.

2017-2018	662 BIAs commissioned	72.2% of all DoLS requested
2018-2019	687 BIAs commissioned	72.85% of all DoLS requested
2019-2020	670 BIAs Estimated based on Q1 figures	

Not all DoLS received progress, which may be due to death, change of plan or circumstance, or evidence that the person has regained capacity.

Current spend is £171,000 for commissioning of BIAs.

Brent Council previously invested in staff to undertake training as a best interest assessor. These courses are accredited and cost approximately £1,550 for a five-day course. Brent currently have a very limited pool of practitioners trained to undertake this role as follows: 3 social workers, 2 safeguarding adults managers, and two team managers. Many staff who previously undertook are no longer believed to be working in Brent.

In order to commission a sufficient pool of individuals to undertake these assessments, while reducing impact on current caseloads, it is envisioned 14 BIAs would be required to be in place, undertaking three to four assessments per month.

### **How would this affect users of this service?**

The proposal would have no impact on service users.

### **Key milestones**

- Consultation with teams and management
- Change of JD /PS to be inclusive of this activity
- Management of caseloads more formally to ensure ability to undertake assessments in line with other duties in the team
- Cases allocated as part of regular case allocation (not on top of team's case allocation)
- Review of current capacity in teams and resource modelling, which would need to happen in line with Transformation Customer Journey work stream timeframe.
- Build in role conversion to Approved Mental Capacity Practitioner (Liberty of Protection Safeguards Oct 2020) and training costs

### **Key consultations**

Consultation with Staff, Unions and HR to amend JDs for BIA trained staff.

### **Key risks and mitigations**

Having to train new staff due to workforce movement means that it is expected on an annual basis funding is needed to ensure up to 10 more staff are trained. This equates to an additional £15,500 from the current training budget committed for this area.

## **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	Georgina Diba, Head of Safeguarding and Transformation
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### **Budget Options Information**

<b>Reference:</b>	2021-23 CWB 005
<b>Service(s):</b>	Community Care Recommissioning
<b>Lead Member(s):</b>	Cllr Farah

<b>Savings Proposals:</b>	Recommissioning all external day care provision, restructuring provision into a new, lower cost model and inclusion of Public Health outcomes into a new model of delivery.
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### **Financial and Staffing Information**

<b>2019/20</b>	
<b>Total budget for the service(s) £'000:</b>	<b>2,600</b>
<b>Total post numbers in the services(s) (FTE):</b>	<b>0</b>

	<b>2021/22</b>	<b>2022/23</b>
	£'000	£'000
<b>Proposed saving:</b>	750	0
	FTE	FTE
<b>Proposed staffing reduction</b>		

### **Proposed savings**

Current externally commissioned day care in Brent is commissioned according to an old fashioned and out of date model. The majority of provision is expensive, building based and does not offer choice and control to service users. Additionally, there is an over provision of traditional day care in Brent, meaning that providers are not transforming their services, and often wish to increase their costs to the Council to make up for low take up of their services.

The commissioning service are working with providers to redesign the service into a new model, that supports more choice and control and promotes less building based provision.

Public Health outcomes will be built into the recommissioned service.

### **How would this affect users of this service?**

The proposal is not to cut services or to reduce the amount of provision that individuals receive, but rather to transform the existing provision so that it is more efficient and cost effective.

Users may be impacted through having to move to a different service provider, or adapting to a different form of non-building based provision, but the overall level of service individuals receive should stay the same in most cases. Although some people may find that transition challenging, a more innovative approach to day service should deliver better outcomes.

### **Key milestones**

- Data collection and analysis – Nov 2019
- Development of different models of day care for market engagement – March 2020
- Market engagement and user feedback June 2020
- Re-procurement of services – Sept 2020

### **Key consultations**

If the new models determine that some existing day service should be de-commissioned, providers will need to be consulted with through the de-commissioning and procurement process. Individuals receiving service and their families will need to be reviewed on an individual basis and will be consulted through this route. We will seek some user engagement and feedback regarding the proposed model, but formal consultation is not required.

### **Key risks and mitigations**

There is a risk that providers will not wish to move to a more innovative service model, or will struggle to deliver services in a different way. The risk will be mitigated through market engagement and market warming, and working with providers to redesign the model.

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N

Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	Andrew Davies, Head of Commissioning, Contracting and Market Management
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### **Budget Options Information**

<b>Reference:</b>	2021-23 CWB 006
<b>Service(s):</b>	Housing General Fund
<b>Lead Member(s):</b>	Cllr Southwood
<b>Savings Proposals:</b>	Additional properties obtained which reduce demand for Temporary Accommodation.

### **Financial and Staffing Information**

<b>2019/20</b>	
<b>Total budget for the service(s) £'000:</b>	<b>13,090</b>
<b>Total post numbers in the services(s) (FTE):</b>	<b>163</b>

	<b>2021/22</b>	<b>2022/23</b>
	£'000	£'000
<b>Proposed saving:</b>	1,430	560
	FTE	FTE
<b>Proposed staffing reduction</b>	-	-

### **Proposed savings**

Additional housing stock is expected to become available through the Council New Build programme, which can be used to provide permanent properties for a significant number of those currently in Temporary Accommodation (TA).

Knowles House will also provide in-house TA once redevelopment has been completed, reducing the costs of obtaining accommodation from external providers.

### **How would this affect users of this service?**

These plans will improve the quality of TA and reduce the numbers of households residing in TA, providing improved outcomes for all those affected.

### **Key milestones**

Acquisition of housing through the Council New Build Programme.

Completion of the redevelopment of Knowles House.

### **Key consultations**

None.

### **Key risks and mitigations**

Delays in the acquisition of additional housing stock or redevelopment of Knowles House will impact on the ability to achieve these savings.

Risk can be mitigated through closely monitoring housing stock acquired against target. Other forecast changes, such as Capital Letters leading to greater numbers of suitable properties being found for those in Temporary Accommodation will also assist in reducing demand.

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	N
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	Hakeem Osinaike, Operational Director Housing
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### **Budget Options Information**

<b>Reference:</b>	2021-23 CYP 001
<b>Service(s):</b>	Localities
<b>Lead Member(s):</b>	Cllr Patel

<b>Savings Proposals:</b>	CWD – Clawback of unused Direct Payments
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### **Financial and Staffing Information**

<b>2019/20</b>	
<b>Total budget for the service(s) £'000:</b>	<b>500</b>
<b>Total post numbers in the services(s) (FTE):</b>	<b>0</b>

	<b>2021/22</b>	<b>2022/23</b>
	£'000	£'000
<b>Proposed saving:</b>	25	0
	FTE	FTE
<b>Proposed staffing reduction</b>	0	0

### **Proposed savings**

Implementation of card payments for Direct Payment clients means the service will be able to reclaim unused or overpaid funds immediately, using the same approach taken within Adult Social Care. For a variety of reasons direct payments may no longer be required by a family for the purposes of supporting their child. At present there is a risk that payments can continue for several months before they are amended. The card system will allow officers to identify overpayments and reclaim these rapidly.

CWD Direct Payments value £500k per year. A 5% clawback rate would equal £25K.

### **How would this affect users of this service?**

Payments to families and clawbacks from overpaid accounts will happen much more rapidly. Families will not be able to retain funds to which they are not entitled.

### **Key milestones**

Payment cards have been distributed to families and consultation with parents on the use of cards has happened.

- Letter confirming the details of the scheme to be sent out in October 2019.
- Fully implement the payment by card scheme in January 2020.
- Measure impact during 2020/21.
- Reduce budget in advance of 2021/22 based on evidence from implementation.

### **Key consultations**

Consultation with families who receive DPs has happened.  
Consultation with Brent Parent Carer Forum has happened.

### **Key risks and mitigations**

Team have not yet tested if the 5% represents a realistic amount of clawback. There could be scope to clawback greater amounts. There is also a risk that the clawback could be less than 5% but based on current analysis of DPs this seems unlikely.

### **Equality impact screening**

There is no proposal to reduce the level of direct payments being offered to families.

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	Stephen Gordon, Head of Service Localities
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## **Budget Options Information**

<b>Reference:</b>	2021-23 CYP002
<b>Service(s):</b>	Localities
<b>Lead Member(s):</b>	Cllr Patel

<b>Savings Proposals:</b>	<p>Short Breaks Centre</p> <p>Use available capacity to sell additional respite beds/nights to neighbouring authorities at market rates.</p>
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## **Financial and Staffing Information**

<b>2019/20</b>	
<b>Total budget for the service(s) £'000:</b>	575
<b>Total post numbers in the services(s) (FTE):</b>	0

	<b>2021/22</b>	<b>2022/23</b>
	£'000	£'000
<b>Proposed saving:</b>	50	0
	FTE	FTE
<b>Proposed staffing reduction</b>	0	0

## **Proposed savings**

It is proposed that existing spare capacity of respite beds/nights at the Ade Adepitan Short Breaks Centre (SBC) will be sold to neighbouring authorities at market rates. The intention is to sell the beds at £730 per night for planned stays and £910 for emergency bookings. Selling the nights will reduce voids at relatively low marginal cost as payments for the management, building and other operational costs are met from within the existing budget.

## **How would this affect users of this service?**

There should be a minimal impact on users of the service. The sale of extra bed nights would bring more users to the centre but as long as this is managed sensitively then it could bring some social benefits to existing users. There is no intention to reduce opportunities for Brent resident children and young people to use the SBC – the proposal is to better utilise existing capacity that is not required by the service.

## **Key milestones**

Publicise the option to buy bed nights. The Localities service has been in contact with LB Barnet and LB Ealing to offer these services. LB Barnet has already purchased additional bed nights and is due to sign a formal contract to regularise arrangements before the end of 2019.

## **Key consultations**

Consultation with service users, their families and the Brent Parent Carer Forum has been carried out with positive feedback obtained.

## **Key risks and mitigations**

- There could be a risk of Brent young people not being able to access this service if too many bed nights are sold.
- Mitigation: The present proposal does not involve any reduction in services for Brent young people. There is currently surplus capacity and some bed nights are already sold to neighbouring boroughs

## **Equality impact screening**

There is no proposal to reduce services to our users.

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	No
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	Stephen Gordon, Head of Service Localities
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## **Budget Options Information**

<b>Reference:</b>	2021-23 CYP003
<b>Service(s):</b>	LAC and Permanency
<b>Lead Member(s):</b>	Cllr Patel

<b>Savings Proposals:</b>	Adjusting resources in demand led budgets
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## **Financial and Staffing Information**

<b>2019/20</b>	
<b>Total budget for the service(s) £'000:</b>	<b>2,931</b>
<b>Total post numbers in the services(s) (FTE):</b>	<b>43</b>

	<b>2021/22</b>	<b>2022/23</b>
	£'000	£'000
<b>Proposed saving:</b>	150	
	FTE	FTE
	Equivalent to 3 FTE	

## **Proposed savings**

The rate of Looked After Children per 10,000 of population is historically low in Brent and the current rate is low when compared to statistical neighbours. Although with expected population growth this number is likely to increase, it should however be in line with the current statistical measure. With the assumption that this low rate continues over the next 18 months a reduction in the budget in line with posts currently being held vacant could be implemented to align resource to demand.

## **How would this affect users of this service?**

If the rate of LAC remains as it is currently then it is anticipated that a resource reduction could be achieved without a major negative impact upon looked after children and care leavers.

## **Key milestones**

Quarterly monitoring of LAC numbers within existing performance reports will be reviewed to consider whether current levels remain stable. A decision would need to

be made by the service by early 2021 regarding the resource required to meet demand for the subsequent two financial years.

### **Key consultations**

Lead Member will be kept regularly informed and service users and staff will be kept regularly informed and their views sought.

### **Key risks and mitigations**

- Risk that caseloads will rise, particularly as demographic changes increase the number of Secondary age children. (65% of current LAC are 13+). Risk that continuing complexity of need accelerates due to issues regarding contextual safeguarding and serious youth violence.
- Population growth is expected to stabilise following the current primary bulge moving through the school system. A number of activities as set out in the current borough plan are intended to improve outcomes and manage risk effectively for target groups at higher risk of becoming looked after.

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	Onder Beter, Head of Service Looked After Children and Permanency
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## **Budget Options Information**

<b>Reference:</b>	2021-23 CYP004
<b>Service(s):</b>	CYP Cross Service
<b>Lead Member(s):</b>	Cllr Patel

<b>Savings Proposals:</b>	Review and zero base other CYP service area budgets
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## **Financial and Staffing Information**

2019/20	
<b>Total budget for the service(s) £'000:</b>	<b>Approx. £5M of non-staffing and non-frontline service budgets.</b>
<b>Total post numbers in the services(s) (FTE):</b>	<b>0</b>

	2021/22	2022/23
	£'000	£'000
<b>Proposed saving:</b>	100	
	FTE	FTE
<b>Proposed staffing reduction</b>	0	

## **Proposed savings**

Review and zero base other service area budgets to achieve and accumulate minor savings.

To achieve the saving a budget analysis will be carried out on non-staff and non-frontline service budgets across CYP. Management will then challenge budget holders to produce updated service delivery plans focussed on outcomes which can be costed by the finance team.

The exercise will concentrate on those budgets which have historically underspent or which represent discretionary spend. For example;

1. The CYP Learning and Development budget is centralised in the SQA service area, and has underspent in recent years. A costed plan could be designed to meet key requirements, such as ensuring Continuous Professional Development for social workers, and deliver a saving.

2. Eliminate recently unused budgets such as the £23k 'family conference budget'.

### **How would this affect users of this service?**

There would be no impact on users of the CYP service.

### **Key milestones**

- The zero basing exercise will be timetabled through the autumn and winter of 2019/20, taking each service area in turn, to conclude by March 2020.
- Launch of new 2021/22 Learning and Development offer April 2021

### **Key consultations**

Consultations with staff on L and D offer by December 2020

### **Key risks and mitigations**

All relatively minor underspends have historically been used towards covering other demand led budget pressures.

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	No
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No.
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	Brian Grady, Operational Director Safeguarding, Partnerships and Strategy
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### **Budget Options Information**

<b>Reference:</b>	2021-23 CYP005
<b>Service(s):</b>	Setting and School Effectiveness
<b>Lead Member(s):</b>	Cllr Patel

<b>Savings Proposals:</b>	Increased income target for the Gordon Brown Centre
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### **Financial and Staffing Information**

2019/20	
<b>Total budget for the service(s) £'000:</b>	<b>0</b>
<b>Total post numbers in the services(s) (FTE):</b>	<b>3</b>

	2021/22	2022/23
	£'000	£'000
<b>Proposed saving:</b>	50	
	FTE	FTE
<b>Proposed staffing reduction</b>	0	

### **Proposed savings**

Increased income target for the Gordon Brown Centre. The Centre has benefitted from recent capital investment, and successful summer trading in 2019 indicates a forecast surplus of £50k against the current net zero budget.

### **How would this affect users of this service?**

There is no identified impact to users of the service from this proposal

### **Key milestones**

The planned income generation from the selling of daytime and residential activity bookings will be reviewed quarterly through 2019/20 and into 20/21

### **Key consultations**

No consultations are required.

### **Key risks and mitigations**

There is a risk that traded business in daytime and residential activity bookings deteriorates. This risk will be mitigated by proactive marketing of the offer of the Centre, in particular to Brent schools.

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	John Galligan, Head of Setting and School Effectiveness
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### **Budget Options Information**

<b>Reference:</b>	2021-23 CYP006
<b>Service(s):</b>	PPP
<b>Lead Member(s):</b>	Cllr Patel

<b>Savings Proposals:</b>	10% saving on CYP commissioning
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### **Financial and Staffing Information**

<b>2019/20</b>	
<b>Total budget for the service(s) £'000:</b>	<b>500</b>
<b>Total post numbers in the services(s) (FTE):</b>	<b>0</b>

	<b>2021/22</b>	<b>2022/23</b>
	£'000	£'000
<b>Proposed saving:</b>	50	
	FTE	FTE
<b>Proposed staffing reduction</b>	0	

### **Proposed savings**

10% saving on commissioning when contracts become due. The CYP procurement forward plan identifies a number of contracts which are due to go out to tender for new contracts to commence for April 2021, including for Speech and Language Therapy services and Mental Health and Wellbeing services.

### **How would this affect users of this service?**

Effective market competition and review of service delivery alongside CCG commissioned services will ensure service delivery efficiencies are identified without impacting on the users of the services.

### **Key milestones**

Indicative milestones for procurement activity are as follows:

- Consultation with children and parents/carers on service specifications to be completed by July 2020
- Market testing and market development to be completed by September 2020

- Procurement activity to commence October 2020
- Contract award by end of January 2021
- New contracts commence by end March 2021

### **Key consultations**

Consultation with children and parents/carers on service specifications will be completed by July 2020

### **Key risks and mitigations**

Achievement of this savings target will depend on the demand for services and design of the procurement activity. Price will need to be a significant factor in that exercise.

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	Shirley Parks, Head of Service PPP
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## **Budget Options Information**

<b>Reference:</b>	2021-23 R&E 001
<b>Service(s):</b>	Environmental Services
<b>Lead Member(s):</b>	Cllr Sheth

<b>Savings Proposals:</b>	General Efficiencies across the Environmental Services Directorate
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## **Financial and Staffing Information**

<b>2019/20</b>	
<b>Total budget for the service(s) £'000:</b>	£33,235
<b>Total post numbers in the services(s) (FTE):</b>	245

	<b>2021/22</b>	<b>2022/23</b>
	£'000	£'000
<b>Proposed saving:</b>	215	0
	FTE	FTE
<b>Proposed staffing reduction:</b>	N/A	N/A

## **Proposed savings**

A review of the current budget forecasts across the department to identify recurring underspends.

## **How would this affect users of this service?**

This exercise is intended to remove funds that have been deemed to be surplus to the structural revenue requirement of the directorate and so their removal would have no adverse operational impact.

## **Key milestones**

A review of underspends to identify those that are recurring and so permanently surplus to operational requirements.

## **Key consultations**

Budget holders.

## **Key risks and mitigations**

None

## **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	N
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	Chris Whyte, Operational Director, Environmental Services
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## **Budget Options Information**

<b>Reference:</b>	2021-23 R&E 002
<b>Service(s):</b>	Parking and Street Lighting
<b>Lead Member(s):</b>	Cllr Sheth

<b>Savings Proposals:</b>	10% efficiency saving from new lighting maintenance contract
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## **Financial and Staffing Information**

<b>2019/20</b>	
<b>Total budget for the service(s) £'000:</b>	£1,390 (Lighting Maintenance Contract)
<b>Total post numbers in the services (FTE):</b>	3

	<b>2021/22</b>	<b>2022/23</b>
	£'000	£'000
<b>Proposed saving:</b>	140	0
	FTE	FTE
<b>Proposed staffing reduction:</b>	0	0

## **Proposed savings**

A 10% efficiency saving should be achievable following the end of the 20 year PFI contract and bedding in of the new contract. This saving is in line with expectations of other procurement exercises.

## **How would this affect users of this service?**

Achievable, provided capital provision for the new column replacement programme is made from December 2023

## **Key milestones**

Completion of all outstanding 1997-2021 column replacements by March 2021.

## **Key consultations**

N/A

## **Key risks and mitigations**

Completion of outstanding column replacements by March 2021 will minimise risk. In addition, a fresh 20-year column replacement programme needs to be initiated from December 2023, funded preferably from capital resources.

## **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	N
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	Gavin F Moore, Head of Parking and Lighting
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## **Budget Options Information**

<b>Reference:</b>	2021-23 R&E 003
<b>Service(s):</b>	Highways and Infrastructure
<b>Lead Member(s):</b>	Cllr Sheth

<b>Savings Proposals:</b>	Increasing Schemes / Drainage Fees
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## **Financial and Staffing Information**

<b>2019/20</b>	
<b>Total budget for the service(s) £'000:</b>	£1,259
<b>Total post numbers in the services(s) (FTE):</b>	43

	<b>2021/22</b>	<b>2022/23</b>
	£'000	£'000
<b>Proposed saving:</b>	100	0
	FTE	FTE
<b>Proposed staffing reduction:</b>	N/A	N/A

### **Proposed savings**

£100k from an increase in the level of fees applied to the delivery of large scale funded infrastructure improvement projects.

### **How would this affect users of this service?**

There would be no impact on users of the service.

### **Key milestones**

Review of fees and charges to be undertaken and agreed as part of the budget setting process for 2021/22.

### **Key consultations**

N/A

### **Key risks and mitigations**

Any increase in the level of fees applied will likely see less work able to undertaken for the funding that is available to resource these schemes. A neighbourhood

approach to managing these schemes will improve the delivery and the quality of the outcomes of the overall programme.

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	N
EIA to be completed by:	N/A
Deadline:	N/A
Lead officer for this proposal:	Chris Whyte, Operational Director, Environmental Services

## **Budget Options Information**

<b>Reference:</b>	2021-23 R&E 004
<b>Service(s):</b>	Highways and Infrastructure
<b>Lead Member(s):</b>	Cllr Sheth

<b>Savings Proposals:</b>	Footway Damage Cost Recovery
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## **Financial and Staffing Information**

<b>2019/20</b>	
<b>Total budget for the service(s) £'000:</b>	£1,259
<b>Total post numbers in the services(s) (FTE):</b>	43

	<b>2021/22</b>	<b>2022/23</b>
	£'000	£'000
<b>Proposed saving:</b>	0	50
	FTE	FTE
<b>Proposed staffing reduction:</b>	N/A	N/A

### **Proposed savings**

£50k net saving by deploying a dedicated officer to more proactively recover the cost of repairs from developers and builders causing damage to the public highway.

### **How would this affect users of this service?**

A means of holding those who damage our highways to account will improve the overall look of the public realm.

### **Key milestones**

Development of cost recovery process and systems, and recruitment of officer through 2020, with deployment starting in April 2021

### **Key consultations**

Legal Services

### **Key risks and mitigations**

The legal basis needs to be fully understood and accounted for so that the potential for challenge can be mitigated.

Successful application may lead to diminishing returns and a reduced level of saving over time. The wider and ongoing neighbourhood monitoring regime will ensure all opportunities for enforcement are identified and acted upon.

The level of sanctions to be processed may create an administrative burden and the capacity of existing support must be assessed and/or additional capacity created to support the overall business case.

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	N
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	Chris Whyte, Operational Director, Environmental Services
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## **Budget Options Information**

<b>Reference:</b>	2021-23 R&E 005
<b>Service(s):</b>	Regeneration – Building Control
<b>Lead Member(s):</b>	Cllr Tatler

<b>Savings Proposals:</b>	a) Increase BC published fees by 10% (up to 15 dwellings) b) More business from in-house Council led developments
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## **Financial and Staffing Information**

<b>2019/20</b>	
<b>Total budget for the service(s) £'000:</b>	(£722)
<b>Total post numbers in the services(s) (FTE):</b>	12 full time (4 vacant) 1 x 0.6

	<b>2021/22</b>	<b>2022/23</b>
	£'000	£'000
<b>Proposed saving:</b>	50	0
	FTE	FTE
<b>Proposed staffing reduction:</b>	Nil	Nil

## **How would this affect users of this service?**

- Additional cost to applicants could be a deterrent to using the in-house service in a competitive market.
- Increasing fees by 10% could result in loss of competitiveness against Approved inspectors with a consequential loss of income. An officer has been working on a bench marking exercise of BC fees across other London Boroughs but with recent staff shortages this has not yet been completed.
- If it is only proposed to increase fees in relation to new housing schemes (up to 15 dwellings), we do not have a lot of these type of applications currently and I therefore do not think this will generate the required savings. It would also reduce our competitiveness against improved inspectors with the loss of income, however I believe fees in this type of work must be increased.
- The proposal to require the use of in house Building Control would be very welcome and would result in an increase in fee income which could contribute to the savings target. However, Project managers and budget holders would have to make it a contractual requirement that contractors use Brent BC

## **Key milestones**

- Bench Marking Complete – Christmas 2019
- Meeting with in house Project managers and Budget holders to discuss in-house work

- Publish new fee schedule and web forms March 2020

### **Key consultations**

- Meeting with in House project managers and budget holders re obtaining agreement to use in house Brent Building Control on all Brent projects.

### **Key risks and mitigations**

- Bench marking would need to be completed with other London Building Control departments to assess current fee levels and scope for increasing fee levels on “standard fee type applications”.
- All fee schedules not publically available for comparisons  
Mitigation – work with cross London group of authorities underway; accept that data collection may only be partial
- Fee increases makes Brent uncompetitive  
Mitigation – benchmarking already indicates Brent is around 10% below many similar Boroughs; last fee review was 2016 so a new look is due.
- Manifesto commitment to use in house services not met  
Mitigation – co-operative joint working and shared commitment ongoing

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	N
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	John Flynn/Gerry Ansell
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## **Budget Options Information**

<b>Reference:</b>	2021-23 R&E 006
<b>Service(s):</b>	Passenger Transport
<b>Lead Member(s):</b>	Cllr Sheth

<b>Savings Proposals:</b>	Parking provision for SEN buses within Brent
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## **Financial and Staffing Information**

<b>2019/20</b>	
<b>Total budget for the service(s) £'000:</b>	£10,392
<b>Total post numbers in the services(s) (FTE):</b>	0

	<b>2021/22</b>	<b>2022/23</b>
	£'000	£'000
<b>Proposed saving:</b>	0	150
	FTE	FTE
<b>Proposed staffing reduction:</b>	N/A	N/A

## **Proposed savings**

Relocating a number of buses back to a Brent depot from Harrow to reduce operating times and costs.

## **How would this affect users of this service?**

Will create efficiencies in terms of routes and driving times and so create better comfort for passengers.

## **Key milestones**

Brent depot development through 2020, 2021 and 2022 as part of 2023 Recommissioning Strategy in order to host a range of operational services and to provide parking space for a number of vehicles currently operating out of the Harrow depot.

## **Key consultations**

Harrow Council as shared service partners, and also passengers.

## **Key risks and mitigations**

To avoid service disruption, only those routes that will provide operational efficiencies and a saving should be relocated to Brent.

## **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	Y
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	Y
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	Y
EIA to be completed by:	C Whyte
Deadline:	Jan 2020

Lead officer for this proposal:	Chris Whyte, Operational Director, Operational Services.
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## **Budget Options Information**

<b>Reference:</b>	2021-23 R&E 007
<b>Service(s):</b>	Regeneration: Development Management Planning
<b>Lead Member(s):</b>	Cllr Tatler

<b>Savings Proposals:</b>	Additional pre-application charges for specialists eg conservation and design, landscaping
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## **Financial and Staffing Information**

<b>2019/20</b>	
<b>Total budget for the service(s) £'000:</b>	£788
<b>Total post numbers in the services(s) (FTE):</b>	3 (Place making team)

	<b>2021/22</b>	<b>2022/23</b>
	£'000	£'000
<b>Proposed saving:</b>	5	0
	FTE	FTE
<b>Proposed staffing reduction:</b>	0	0

## **Proposed savings**

The service already charges considerable amounts for a pre-application service, tiered to reflect the size of the proposal and the amount of time spent on giving pre-app advice. For all but the smallest schemes, the charge includes some input from specialist design services where required eg conservation and design, trees and landscaping.

However, there may be some instances where the specialist advice goes beyond the basic service, in which case an additional charge could be levied, in agreement with the applicant.

## **How would this affect users of this service?**

Providing pre-application advice is a non-statutory function but is seen as an essential part of the planning service. As this would mainly affect commercial operators (rather than domestic residents) it would be built in to their calculations on scheme costs.

## **Key milestones**

- a) establishing charging schedule, publishing
- b) implementing this proposal from April 2020

## **Key consultations**

None

## **Key risks and mitigations**

The Council's pre-application charges were reviewed two years ago and are already in the highest quartile for charges in London, something which has in the past attracted adverse industry press.

Mitigation: publish revised charging schedule for full transparency, and make additional specialist advise an optional extra.

In an uncertain economic climate, the overall charge could put off potential investors and give the impression that Brent is 'open for business'

Mitigation: this is a risk of perception as the additional charge would not be significant. Other messaging and regeneration branding, plus demonstrable outcomes on the ground to counter-act that.

## **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	No
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer	Gerry Ansell/David Glover
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## **Budget Options Information**

<b>Reference:</b>	2021-23 R&E 009
<b>Service(s):</b>	Regeneration - Employment, Skills and Enterprise
<b>Lead Member(s):</b>	Cllr Agha

<b>Savings Proposals:</b>	To develop a commercial training arm that can utilise the apprenticeship levy to deliver Apprenticeship Standards. This can generate an income, whilst it does require upfront investment in the staff and resources needed.
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## **Financial and Staffing Information**

<b>2019/20</b>	
<b>Total budget for the service(s) £'000:</b>	(£23)
<b>Total post numbers in the services(s) (FTE):</b>	<b>58 FTE</b> (excluding part time tutors)

	<b>2021/22</b>	<b>2022/23</b>
	£'000	£'000
<b>Proposed saving:</b>	£15	£30
	FTE	FTE
<b>Proposed staffing reduction:</b>	0	0

## **Proposed savings**

Forecast surplus (profit) margin of £15k in year 1 of operation 2021-22, rising to £30k in 2022-23.

This requires investment in additional capacity that will be required ongoing. It means that a growth budget request is needed rather than one off expenditure.

- £20k investment in 2020-21 to pay for additional sessional teaching capacity and a new e-learning portfolio system, required for apprenticeship delivery.
- 2021-22 –£80k investment in 2022-23 to upscale the team – to pay for 0.5FT Business Development Officer and a Data Administrator.

## **How would this affect users of this service?**

New apprenticeships can be delivered by the service in the council, with local schools, the health service and in the care sector. These are the early areas of business development planned, where the council has strong connections.

## **Key milestones**

2019-20:

- Soft market testing with employers to generate business leads
- Register on the national framework as an apprenticeship provider (Brent Start).

2020-21:

- Begin business client management and delivery of Apprenticeships in 20-21 financial year.
- Procurement of new e-learning portfolio system.
- Recruitment of teaching staff for early delivery.
- In Quarter 4 recruit to business development role and admin role for starts in April 2021.

## **Key consultations**

- Consultation with staff will be taken forward with staff to assist with the development of the project. It will not affect existing posts.

## **Key risks and mitigations**

- Risk: Insufficient interest in the new service. Mitigation: to complete soft market testing in advance of launch and to start at a small scale and then incrementally increase the provision.
- Risk: not being registered on the national register. Mitigation: for this to be confirmed before additional investment in the development of the service.

## **Equality impact screening**

Equality needed in recruitment of apprenticeships delivered by the new service and working with employers.

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No

People in particular age groups	No
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	Joanne Thomas, Employment Senior manager
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## **Budget Options Information**

<b>Reference:</b>	2021-23 R&E 011
<b>Service(s):</b>	Client FM Team, Property
<b>Lead Member(s):</b>	Cllr Tatler

<b>Savings Proposals:</b>	A 12-month extension to the existing FM contract is currently being arranged. It is proposed to receive proposals to achieve savings of £70k at the time that the existing FM contract extension is agreed.
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## **Financial and Staffing Information**

<b>2019/20</b>	
<b>Total budget for the service(s) £'000:</b>	<b>£5,800</b>
<b>Total post numbers in the services(s) (FTE):</b>	<b>10</b>

	<b>2021/22</b>	<b>2022/23</b>
	£'000	£'000
<b>Proposed saving:</b>	£70	0
	FTE	FTE
<b>Proposed staffing reduction:</b>	1	0

### **Proposed savings**

- Reduction of 1 contracted Security Post at £30k approx.
- Option for spend to save innovation or remote open and close of FM managed buildings.

### **How would this affect users of this service?**

Security impact would be absorbed within existing team structures.  
Remote lock/ unlocking would mean service users no longer have a physical guard locking and unlocking the premises.

### **Key milestones**

Contract extension being agreed and signed.

### **Key consultations**

Apleona staff consultation (for Security staffing change).

Building stakeholder consultation (for lock/ unlock revisions).

## **Key risks and mitigations**

Risk - Buildings are not checked physically by a guard for locking unlocking.  
Mitigation – Remote system will confirm whether buildings have been remotely locked or not.

## **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	No
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	Russell Burnaby, FM Portfolio Manager
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### **Budget Options Information**

<b>Reference:</b>	2021-23 CDS 001 & 002
<b>Service(s):</b>	ICT Client & Applications
<b>Lead Member(s):</b>	Cllr Margaret McLennan

<b>Savings Proposals:</b>	ICT Client & Applications income generation from sale of IT support services.
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### **Financial and Staffing Information**

<b>2019/20</b>	
<b>Total budget for the service(s) £'000:</b>	<b>£5,800</b>
<b>Total post numbers in the services(s) (FTE):</b>	<b>46</b>

	<b>2021/22</b>	<b>2022/23</b>
	£'000	£'000
<b>Proposed saving:</b>		
<b>Income Generation</b>		
<b>Increase IT support charge to external organisations</b>	50	30
	FTE	FTE
<b>Proposed staffing reduction</b>		0

### **Proposed savings**

Increase in income generated from charging for IT support. Increase charge to partner organisations and also explore opportunities for expanding on the organisations which the ICT Client & Applications could provide support for MS Dynamics.

### **How would this affect users of this service?**

The current user base would increase, however it is not anticipated that this will have any adverse impact on the quality of the service offered as the intention is to grow

the support provision and cover costs and generate income over and above any additional staffing requirement.

### **Key milestones**

N/A

### **Key consultations**

Consultation with current and new partner organisations.

### **Key risks and mitigations**

Risk of adverse impact to service delivery will be mitigated by increasing staff as required, but ensuring these costs are met from income generated.

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	No
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	Sally Chin, Head of ICT & Applications
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### **Budget Options Information**

<b>Reference:</b>	2021-23 CDS 003 & 005
<b>Service(s):</b>	ICT Client & Applications
<b>Lead Member(s):</b>	Cllr McLennan

<b>Savings Proposals:</b>	ICT Client & Applications reduction in support services.
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### **Financial and Staffing Information**

2019/20	
<b>Total budget for the service(s) £'000:</b>	<b>£5,800</b>
<b>Total post numbers in the services(s) (FTE):</b>	<b>46</b>

	2021/22	2022/23
	£'000	£'000
<b>Proposed saving:</b>		
<b>Reduction in printing costs</b>	40	0
<b>Reduction in cost of Oracle changes and future developments</b>	20	0
	FTE	FTE
<b>Proposed staffing reduction</b>	0	0

### **Proposed savings**

#### **Printing:**

Early indications from the award of the Council's printing contract coupled with the roll out of laptops has resulted in a prediction that there will be a reduction in the volume of printing.

#### **Oracle Developments:**

There is a need to review the use of the current Oracle system, therefore the best approach is to reduce the number of changes on the current version of Oracle whilst this review is underway. Keeping changes to an absolute minimum will enable this budget to be reduced by £20k per year ongoing.

### **How would this affect users of this service?**

No direct impact

### **Key milestones**

N/A

### **Key consultations**

Discussion with key internal stakeholders, i.e. Colleagues in Corporate Finance.

### **Key risks and mitigations**

Risk that projected usage of printing does not decrease as current predictions suggest, to mitigate this other options will be explored, i.e. completely switching off colour printing and contacting high usage users.

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	No
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	Sally Chin, Head of ICT & Applications
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### **Budget Options Information**

<b>Reference:</b>	2021-23 CDS 004
<b>Service(s):</b>	ICT Client & Applications
<b>Lead Member(s):</b>	Cllr Margaret McLennan

<b>Savings Proposals:</b>	ICT Client & Applications staffing efficiencies
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### **Financial and Staffing Information**

<b>2019/20</b>	
<b>Total budget for the service(s) £'000:</b>	<b>£5,800</b>
<b>Total post numbers in the services(s) (FTE):</b>	<b>46</b>

	<b>2021/22</b>	<b>2022/23</b>
	£'000	£'000
<b>Proposed saving:</b>		
<b>Management Salaries</b>		130
<b>Part year impact of 1 x FTE</b>		30
	FTE	FTE
<b>Proposed staffing reduction</b>		2

### **Proposed savings**

Reduction of one management post and one Database Administrator Post, which will be a part year impact in 2022/23 and full year impact thereafter. This will be a result of an ongoing review and of re-alignment of the current structure following an anticipated move to Cloud services and therefore a reduction in the technical resources needed to provide ongoing support.

The plan is to have an ongoing succession plan in place so that other managers within the team can gain the skills to provide effective cover for the deletion of the senior manager post.

### **How would this affect users of this service?**

No impact. It is anticipated that as the Technical element of the current work reduces the need for senior management will reduce and the remaining work would be redistributed across the team.

### **Key milestones**

N/A

### **Key consultations**

Consultation with affected staff on any structural changes.

### **Key risks and mitigations**

Risk of adverse impact to service delivery will be mitigated by gradual implementation of changes and allocation of work between other managers in the team.

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	No
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	Sally Chin, Head of ICT & Applications
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### **Budget Options Information**

<b>Reference:</b>	2021-23 CDS 006
<b>Service(s):</b>	Customer Access
<b>Lead Member(s):</b>	Cllr McLennan

<b>Savings Proposals:</b>	Merger of Housing and Corporate Contact Centres
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### **Financial and Staffing Information**

2019/20	
<b>Total budget for the service(s) £'000:</b>	<b>£10,700</b>
<b>Total post numbers in the services(s) (FTE):</b>	<b>228</b>

	2021/22	2022/23
	£'000	£'000
<b>Proposed saving:</b>	£50	£50
	FTE	FTE
<b>Proposed staffing reduction</b>	1	1

### **Proposed savings**

Merger of Housing and Corporate Contact Centre with rationalisation of management in 2021/22 and staff efficiencies in 2022/23

### **How would this affect users of this service?**

Should not affect users

### **Key milestones**

Implementation of CRM in 2019/20 (Corporate Contact centre) By December 2019  
 Restructure of Contact centres : June 2020 to August 2020 (TBC)  
 Staff reduction through natural wastage during 2020/21

### **Key consultations**

Formal consultation with staff affected

Stakeholder consultation with services affected

### **Key risks and mitigations**

Delays in implementation of CRM delay merger

Plans are already well progressed and go live for the Corporate Contact Centre is imminent

Restructure of both Contact centres unsettles staff affecting performance / increased turnover

Impact on staff will be minimise by managing reductions through natural turnover. Staff are involved in the change project to implement CRM and will be involved in the merger so as to optimise engagement

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	No
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	Troy Francis, Director of Customer Access
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### **Budget Options Information**

<b>Reference:</b>	2021-23 CDS 007
<b>Service(s):</b>	Customer Access
<b>Lead Member(s):</b>	Cllr McLennan

<b>Savings Proposals:</b>	Reduction in postal costs
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### **Financial and Staffing Information**

<b>2019/20</b>	
<b>Total budget for the service(s) £'000:</b>	<b>£10,700</b>
<b>Total post numbers in the services(s) (FTE):</b>	<b>228</b>

	<b>2021/22</b>	<b>2022/23</b>
	£'000	£'000
<b>Proposed saving:</b>		£30
	FTE	FTE
<b>Proposed staffing reduction</b>	0	0

### **Proposed savings**

Reduce expenditure on postage through increased use of automation and on line channels for residents

### **How would this affect users of this service?**

No impact – this should be a natural consequence of the implementation of the Digital Strategy which is increasing digital self service across a range of services and making it easier for residents to transact on line.

### **Key milestones**

Implementation of Digital strategy – key milestones include implementation of a new Customer Portal enabling residents to access on line services through one account – implementation of Microsoft Dynamics for Council Tax and Housing Benefits

### **Key consultations**

Key service stakeholders

### **Key risks and mitigations**

Channel shift not achieved due to delays in implementation of digital strategy

Robust programme management in place with oversight from new Customer and Digital Board

Service issues cause backlogs of work resulting in increased volumes of post  
Monitoring of postal costs and remedial action to address any overspend if forecast

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	no
Particular ethnic groups	no
Men or Women (include impacts due to pregnancy/maternity)	no
People of particular sexual orientation/s	no
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	no
People in particular age groups	no
Groups with particular faiths/beliefs	no
Marriage / civil partnership	no

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	no
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	Troy Francis, Director of Customer Access
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### **Budget Options Information**

<b>Reference:</b>	2021-23 CDS 008
<b>Service(s):</b>	Customer & Digital Services
<b>Lead Member(s):</b>	Cllr McLennan

<b>Savings Proposals:</b>	BCS - Savings from new Council Tax Support scheme
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### **Financial and Staffing Information**

<b>2019/20</b>	
<b>Total budget for the service(s) £'000:</b>	<b>10,700</b>
<b>Total post numbers in the services(s) (FTE):</b>	<b>228</b>

	<b>2021/22</b>	<b>2022/23</b>
	£'000	£'000
<b>Proposed saving:</b>	50	0
	FTE	FTE
<b>Proposed staffing reduction</b>	1.25	0

### **Proposed savings**

A new Council Tax Support (CTS) scheme is being introduced from April 2020. Although initially this may generate some additional customer demand due to the change from the existing scheme, following this it is expected that the new, simplified scheme will be easier to administer (as well as providing opportunities for greater automation.)

This staff saving will be made during the first year of running the new CTS scheme through natural turnover.

See also Savings proposal 2021-23 CDS 011, in conjunction with this proposal.

It should be noted that the Benefit Service is also reducing other staffing costs (currently met via Reserves) by approximately £200K each year up to 2023/24 in relation to the rollout of Universal Credit.

### **How would this affect users of this service?**

There is not expected to be any impact on service users due to the staffing reduction; they will in fact be experiencing a simpler and quicker process for claiming CTS.

### **Key milestones**

Saving to be met via natural turnover during 2020/21, providing a full-year saving for 2021/22.

### **Key consultations**

Not required.

### **Key risks and mitigations**

None evident.

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	No
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	Troy Francis, Director of Customer Access
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### **Budget Options Information**

<b>Reference:</b>	2021-23 CDS 009
<b>Service(s):</b>	Customer Access
<b>Lead Member(s):</b>	Cllr McLennan

<b>Savings Proposals:</b>	Increased automation
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### **Financial and Staffing Information**

<b>2019/20</b>	
<b>Total budget for the service(s) £'000:</b>	<b>£10,700</b>
<b>Total post numbers in the services(s) (FTE):</b>	<b>228</b>

	<b>2021/22</b>	<b>2022/23</b>
	£'000	£'000
<b>Proposed saving:</b>	£50	£50
	FTE	FTE
<b>Proposed staffing reduction</b>	1	1

### **Proposed savings**

Implementation of increased automation through Robotic processing, Northgate modules, CRM

### **How would this affect users of this service?**

Automation should have a positive impact for residents as it will increase processing efficiency, accuracy and consistency of decisions.

### **Key milestones**

Northgate modules are being implemented during 2019/20 and the benefits should start to be realised by 2020.

Identification of further processes suitable for robotic processing by January 2020-delivery by March 2021.

Implementation of CRM for HB and Council Tax by September 2020.

### **Key consultations**

Internal stakeholder affected by changes

### **Key risks and mitigations**

Delays in delivering automation projects

Will be mitigated through robust project management and thorough testing

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	No
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	Troy Francis, Director of Customer Access
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### **Budget Options Information**

<b>Reference:</b>	2021-23 CDS 010
<b>Service(s):</b>	Customer & Digital Services
<b>Lead Member(s):</b>	Cllr McLennan
<b>Savings Proposals:</b>	BCS - Replace IEG (on line benefits form)

### **Financial and Staffing Information**

<b>2019/20</b>	
<b>Total budget for the service(s) £'000:</b>	<b>10,700</b>
<b>Total post numbers in the services(s) (FTE):</b>	<b>228</b>

	<b>2021/22</b>	<b>2022/23</b>
	£'000	£'000
<b>Proposed saving:</b>	0	75
	FTE	FTE
<b>Proposed staffing reduction</b>	0	1

### **Proposed savings**

The Benefits Service currently utilises an electronic claim form (IEG4) for claimants to make initial claims and report changes in circumstances. This is used in conjunction with Risk Based Verification (RBV) software which risk-scores each claim / change, thereby dictating how much evidence is required from the claimant to support their claim.

Over the next couple of years, there will be less need to utilise this relatively expensive approach, because: -

- The continued rollout of Universal Credit (UC) will result in a significant reduction in the number of claims and changes in circumstances for Housing Benefit (HB)
- A new Council Tax Support (CTS) scheme is being introduced from April 2020, utilising a significantly simpler claim process, less need for evidence verification from claimants (as more information from DWP and HMRC will be utilised), and indeed less need or benefit to be gained from differentiating

claims on a risk basis (as many of the “higher risk” claims will have migrated from HB to UC).

As a result, it will be possible to move from IEG to a simpler and cheaper alternative e-claim (whether from a third party or internally developed in MS Dynamics). It will also be possible to move away from RBV or introduce a simpler and cheaper variation of this. Furthermore, the simplified CTS scheme has the potential for robotic automation to transfer data from the e-claim directly into the Council Tax system.

Savings will be deliverable by 2022/23 and achieved through cheaper alternative systems (or completely stopping use of RBV), plus 1FTE staffing saving from the potential robotic process.

### **How would this affect users of this service?**

There is not expected to be any impact on service users due to these changes; in fact, the benefits claim process and administration is expected to be improved via these proposals. Customer service is expected to be improved as a result.

### **Key milestones**

Evaluation of the first year of CTS implementation and potential for automation and further efficiencies – April 2021

Options appraisal for alternative e-claim packages (or in-house alternatives) – July 2021

Procurement and design of new systems – September 2021

Implementation of new systems – December 2021

Full year savings realised from April 2022

### **Key consultations**

Not required.

### **Key risks and mitigations**

Usual risks involved in procurement and implementation of new IT systems. To be mitigated through robust project management.

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No

People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	No
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	Troy Francis, Director of Customer Access
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## **Budget Options Information**

<b>Reference:</b>	2021-23 CDS 011
<b>Service(s):</b>	Customer & Digital Services
<b>Lead Member(s):</b>	Cllr McLennan

<b>Savings Proposals:</b>	BCS - Staffing efficiencies
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## **Financial and Staffing Information**

<b>2019/20</b>	
<b>Total budget for the service(s) £'000:</b>	<b>10,700</b>
<b>Total post numbers in the services(s) (FTE):</b>	<b>228</b>

	<b>2021/22</b>	<b>2022/23</b>
	£'000	£'000
<b>Proposed saving:</b>	50	95
	FTE	FTE
<b>Proposed staffing reduction</b>	1.25	2.5

## **Proposed savings**

Staffing efficiencies will come from a variety of areas:-

- A new Council Tax Support (CTS) scheme is being introduced from April 2020. Although initially this may generate some additional customer demand due to the change from the existing scheme, following this it is expected that the new, simplified scheme will be easier to administer (as well as providing opportunities for greater automation.)
- The Council Tax service was brought back in house in May 2019 and after stabilising the service during 2019/20 it is expected that staffing efficiencies can be made via streamlining of processing, and in improved joint handling of queries between Benefits and Council Tax.
- It is anticipated that efficiencies can be made in the Debt Recovery section due to streamlined debt collection processes following the introduction of the ASH corporate debt system (expected during 2020).

Savings will be spread across 2021/22 and 2022/23 and achieved through natural turnover.

See also Savings proposal 2021-23 CDS 008, in conjunction with this proposal.

It should be noted that the Benefits Service is also reducing other staffing costs by approximately £200k each year up to 2023/24 in relation to the rollout of Universal Credit.

### **How would this affect users of this service?**

There is not expected to be any impact on service users due to these staffing reductions, as they are all expected to be accomplished via streamlined or simplified processes (Council Tax / Benefits) or new systems (ASH). Customer service is expected to be improved as a result.

### **Key milestones**

Savings to be met via natural turnover during 2020/21 and 2021/22, providing full-year savings for 2021/22 and 2022/23 respectively.

### **Key consultations**

Not required.

### **Key risks and mitigations**

None evident.

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	No
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
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EIA to be completed by:	N/A
Deadline:	N/A
Lead officer for this proposal:	Troy Francis, Director of Customer Access

### **Budget Options Information**

<b>Reference:</b>	2021-23 CDS 012
<b>Service(s):</b>	Customer & Digital Services
<b>Lead Member(s):</b>	Cllr McLennan

<b>Savings Proposals:</b>	Transformation staffing efficiencies
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### **Financial and Staffing Information**

2019/20	
<b>Total budget for the service(s) £'000:</b>	<b>£3,000</b>
<b>Total post numbers in the services(s) (FTE):</b>	<b>53</b>

	2021/22	2022/23
	£'000	£'000
<b>Proposed saving:</b>		100
	FTE	FTE
<b>Proposed staffing reduction</b>		1

### **Proposed savings**

Reduction of one management post as part of re-alignment of team structure following merger of Transformation, BCS service improvement, web and business intelligence functions.

### **How would this affect users of this service?**

No impact. Work would be redistributed across the team.

### **Key milestones**

N/A

### **Key consultations**

Consultation with affected staff on any structural changes.

## **Key risks and mitigations**

Risk of impact to delivery of transformation work programme will be mitigated by gradual implementation of changes and re-alignment of work between other managers in the team.

## **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	No
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	Sadie East, Head of Transformation
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## **Budget Options Information**

<b>Reference:</b>	2021-23 CE 001/2/3
<b>Service(s):</b>	Chief Executive's Departments – (i) Finance, (ii) Legal, Human Resources, Audit and Investigations (iii) Assistant Chief Executive
<b>Lead Member(s):</b>	Cllr Butt, Cllr McLennan, Cllr Miller
<b>Savings Proposals:</b>	Various proposals to achieve efficiency savings, see details below.

## **Financial and Staffing Information**

<b>2019/20</b>	
<b>Total budget for the service(s) £'000:</b>	Finance: £7,482 LHRAI: £8,528 ACE: £7,626
<b>Total post numbers in the services(s) (FTE):</b>	Finance: 106 LHRAI: 118 ACE: 94

	<b>2021/22</b>	<b>2022/23</b>
	£'000	£'000
<b>Proposed saving:</b>	0	300
	FTE	FTE
<b>Proposed staffing reduction</b>	0	1

## **Proposed savings**

Efficiencies within LHRA&I include:

1. Reduce external Internal Audit through re-procurement and utilise finance resource through rotations. This will reduce overall available internal audit hours.
2. Full cost recovery from external.
3. Restructure of vacant posts in a legal team.
4. Rationalise OH checks on recruitment.
5. Re-procurement of Legal Library provider

Efficiencies within Finance include:

6. Centralise management of all the council's energy spend drive procurement savings.
7. Rationalise, reduce and consolidate the use of document storage across the council via destruction and use of technology. This would be a spend to save project.

Efficiencies within ACE include:

8. It is proposed to review the structure of the admin support across the council and centralise core elements within the Executive & Member Services function in 2021/22 which will result in efficiencies.
9. Restructure of Conference and Events to remodel the service with a view to generating more income, c£200k. This will mainly cover the historic communications income target gap and the £100k saving required for 2020/21.

### **How would this affect users of this service?**

Minimal impact on users as the proposals focus primarily on efficiency savings and income generation.

### **Key consultations**

Restructures proposed within the ACE department will be managed through the Managing Change policy.

### **Key risks and mitigations**

Regarding the reduction in internal audit hours, there is a risk that the quality and quantity of independent assurance on the Council's mitigation of key risks is diminished.

To minimise this risk, we have been named in a re-procurement exercise for pan-London Audit services which is intended to provide optimum value for money while retaining quality and providing more flexibility i.e. it should be cheaper than our current arrangement and will allow us to call off additional resource should the need arise.

Additionally, it is proposed that we increase the amount of resource provided by finance graduates on rotation to the IA team. This will most likely increase from three to six months per assignment.

Furthermore, we have significantly increased our coverage in the last two calendar years including covering most key risk areas. It is proportionate in these circumstances to review levels of overall coverage.

## **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	N
EIA to be completed by:	N/A
Deadline:	N/A

Lead officer for this proposal:	Minesh Patel, Director of Finance. Debra Norman, Director of Legal, HR, Audit & Investigations. Peter Gadsdon, Strategic Director of Customer & Digital Services.
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## **Appendix C (iv): Cumulative Equalities Assessment – Budget Proposals 2020/21 – 2021/22 and 2021/22 – 2022/23**

### **1 INTRODUCTION**

The purpose of this Equality Impact Assessment is to provide an analysis of the likely impact of the budget savings proposals on residents and community groups with 'protected characteristics' as defined by the Equality Act 2010. The nine protected characteristics are: age, disability, gender reassignment, marriage and civil partnership<sup>1</sup>, race, religion or belief, sex and sexual orientation, pregnancy and maternity. Section 149, Public Sector Equality Duty (PSED) of the Equality Act 2010 requires the Council in the exercise of its functions to have regard to the need to:

1. eliminate discrimination, harassment, and victimisation and any other conduct prohibited under the act;
2. advance equality of opportunity between persons who share a relevant protected characteristic and those who do not;
3. foster good relations between persons who share a relevant protected characteristic and those who do not.

Whilst not a statutory requirement, it is our policy that where relevant an equality analysis should also cover human rights and socio-economic equality implications.

The Council is committed to equality, diversity and inclusion. It seeks to ensure that all residents, employees and stakeholders are treated fairly and receive appropriate, accessible services and fair and equal opportunities. This commitment requires that equality considerations play a key role in our decision making processes; and in understanding the effect of our policies and practices.

#### **Approach to Considering Equalities**

All the budget savings proposals have been subject to an initial Equality Impact Analysis (EIA) screening which helps to establish the relevance to the Council's equalities duties and whether or not a full EIA is required. Guidance is issued to all officers on how to undertake an EIA and provides that full EIA's will not be required if, through the initial screening, it is clearly demonstrated, for example that there will be no negative equality impacts. However, the council's approach is that EIAs are living documents. Accordingly, even after

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<sup>1</sup> Bullet point 2 and 3 does not apply to marriage and civil partnerships.

a screening has been undertaken as projects/proposals develop and further evidence of impacts becomes available, and any unforeseen impacts emerge, they should be reviewed and updated to reflect any changes.

A cumulative EIA was published on the equality implications of the 2019/2020 budget proposals, which were agreed at Full Council in February 2019.

Full Council agreed its business plans for 2020/21 in February 2019, and section 4 of the main budget report highlights key changes.

This document highlights the equality impacts for the budget proposals for 2020/21 and 2021/22 to 2022/23. Individual EIA screenings for each proposal and full Equality Analyses are attached.

10 saving proposals for 2020/21 and 20 saving proposals for 2021/22 to 2022/23 were identified as requiring full EIA's. The equality impacts for the budget proposals are summarised in this report.

The Council must carefully consider and have regard to the impact of its savings proposals on the PSED; and take a reasonable and proportionate view regarding the overall impact and seek to mitigate negative impacts where possible.

### **Overall Assessment**

- A proportion of the savings:
  - may have a negative impact on equality of opportunity;
  - have the potential to result in indirect discrimination for some people with protected characteristics;
  - may have a negative impact on opportunities to promote good relations.
- The full EIA's have identified potential compounded impacts for the protected characteristics of age, disability, race, sex and to a lesser extent pregnancy and maternity.

However, these impacts will be kept under review and where possible mitigations have been identified to reduce the effect as set out below and in the individual savings descriptions.

In light of the above, the proposed budget saving proposals are considered reasonable and have shown due regard to the PSED.

## **2 Demography overview**

Key facts about Brent's demographic profile are taken from the data sources [Population change in Brent](#) and the [Equality profile of Brent](#). They show how the borough is made up, helps us to identify potential impacts; and identifies the increasing pressures and demand for council services.

- Brent is home to around 335,300 residents and is the seventh largest borough in London.
- The borough has a population density of 7,652 people per square kilometre – the 14th highest density in England, and the highest in Outer London.
- Brent has high levels of population churn: in 2017-18, 32,600 people moved into the borough and 34,000 moved out – a turnover rate of 201 per 1000 population – 24th highest out of 317 areas in England, and second highest across Outer London.
- The Brent population increased by 27% between 1998-2018. In recent years, the borough's population change has been driven, primarily, by natural change (more births than deaths) as opposed to net migration. The birth rate has fallen over the year but remains well above the national average.
- Projections indicate that this pace of growth is set to continue: the population is expected to rise by a further 25% by 2041, faster than the London average (22%) and more than double the England average (10%). If realised, this would equate to an additional 84,800 residents by 2041.
- In line with national trends, the population is ageing: by 2041, the number of Brent residents aged 65 and over is projected to increase by 85% – an additional 34,900 older residents by 2041. The child population is also expected to grow, albeit more slowly, by 12% by 2041 (+8,600 children).
- Population growth will be concentrated in the areas where significant housing development is planned. The wards of Tokyngton and Alperton are expected to see the fastest growth: considered together, they are projected to accommodate an additional 47,600 residents by 2041.

A summary of the key protected characteristics in Brent are as follows:

## **Age**

- Brent has a relatively young population. In 2018, the median age of the population was 35 in Brent, the same as in London, but five years lower than the national average (40 years, England). In Brent, 29% of the population is aged over 50 compared with 37% across England. Conversely, 39% of the borough's population is aged 25-49 compared with 33% in England. Brent has a higher proportion of children aged under ten compared with England (14% vs. 12%). The population has been ageing in recent years and this is expected to continue.

## **Disability**

- Around one in seven Brent residents have a long-term health problem or disability that limits their day-to-day-activities in some way. The prevalence of disability rises sharply with age: more than half of all residents aged 65 and over had a long-term health problem or disability.

## **Gender reassignment**

- The Government Equalities Office tentatively estimates that around 0.3-0.8% of the UK population are transgender. In Brent, this would equate to between 1,000 to 2,500 people. Since the Gender Recognition Act came into force, only a small minority have obtained a Gender Recognition Certificate: 0.007% of the UK population (4,910 people across the UK since 2005).

## **Marriage and civil partnership**

- In 2015, 960 marriages or civil partnerships took place in Brent – of these, 29 (3%) were same sex marriages or civil partnerships, the same as the percentage nationally but lower than the percentage in London (5%).

## **Pregnancy and maternity**

- Brent has relatively high birth rates. In 2018, there were 4,705 births in Brent – which equates to 68.1 births per 1,000 women aged 15 to 44 – well above the national rate (59.2). Three quarters of all births in Brent were to women born outside the UK (75%) – this is the highest rate in England and Wales, reflecting the diversity of the borough's population.

## **Race**

- Almost two thirds (65%) of the Brent population are from Black, Asian and minority ethnic groups. Brent's largest single ethnic group is the Indian population – who comprise 17% of residents – the fourth largest in London. Brent is the second most ethnically diverse borough in London, after Newham (according to the Simpson's Diversity Index).

### **Religion or belief**

- The borough's three largest religious groups are Christian (41%), Muslim (19%) and Hindu (18%). Overall, 82% of residents had a religion – the fourth highest rate in England and Wales. The borough has the second largest Hindu population in England and Wales, and the 10<sup>th</sup> largest Muslim population (as a percentage of the population).

### **Sex**

- The gender split in the population is 51% male and 49% female. The proportion of men is highest in the 20-34 age group where they comprise 54% of the population. In contrast, women make up a higher proportion of the Borough's elderly population: 62% of those aged 85 and over are female.

### **Sexual orientation**

- Statistics about the size of the LGB population vary considerably and there is no single widely accepted measure. The 2017 GP Patient Survey found that 4.6% of Brent residents surveyed identified as Lesbian, Gay, Bisexual or 'Other' – below the London average (5.4%) but above the national rate (3.3%). Figures from the 2017 Annual Population Survey provide lower estimates for both London and England (3.2% and 2.6%).

## **3 IMPACT OF SAVING PROPOSALS**

### **2020/21 budget proposals**

A number of the proposed savings generate an income for the Council, or have other positive impacts on residents and communities, for example the Shared Fostering Services and Homecare re procurement , set out in further detail below.

#### Development of Shared Fostering Service (CYP004)

There is a national shortage of foster carers for children in care. The proposal is to continue to develop a joint fostering service in partnership with Ealing and Hounslow Council's and the voluntary sector. The aim is to recruit and retain a wider selection of in-house foster carers who can provide a stable family environment to looked after children with complex needs and those who are in high cost placements in the respective boroughs. Brent Council has been successful in receiving funding from the Department for Education to start a feasibility study. The future aim will be to roll this out to other members of the West London Alliance.

A positive impact is anticipated on protected groups, as through joint working and wider recruitment campaigns, there may be an increase in prospective foster carers from protected groups.

#### Adult Social Care re-commissioning - Homecare (CWB015)

Cabinet agreed on 11 November 2019 to retender homecare services in Brent, following a period of extensive consultation. Currently the council spends in excess of £18m per year on homecare, commissioning homecare services from 68 providers for adults and 32 providers for children.

The council is moving to a patch-based model for older people and physical disabilities homecare, meaning that providers would work over a smaller area. The borough is to be divided into 13 patches with a lead provider for each. For specialist homecare services (Learning Disabilities, Children and Young People with Disabilities and Mental Health) there would be two patches due to the smaller number of service users, with four lead providers for children with disabilities service, two lead providers for learning disabilities and two lead providers for mental health services. Lead providers in each patch would be required to deliver at least 80% of all hours in the patch. The aim is to end the practice of large numbers of providers delivering very low numbers of packages.

Homecare services are disproportionately accessed by older people and people with disabilities, including children. Equality implications have been considered throughout the review of homecare in Brent and have been a key focus in the development of the new service model and service specification, alongside quality of care.

The proposal should have positive impacts for all protected groups, but particularly for age and disability. Possible negative impacts have been addressed within the service model and specification. Positive impacts of the proposed model have been enhanced where possible. For example, specialist providers are being maintained to work with specific client groups, and zones have been developed to support providers understanding of local issues and relationship building with key partners, including a smaller number of GP practices. A patch based model should reduce travel distance for care workers. Securing hours should help providers with workforce planning, including

staff training and support, and improve the quality of care provided. Social workers would continue to assess service user's needs and be involved in support planning, and providers would state whether or not they could deliver the service to meet the individual's needs.

The proposed new service model will not remove services, but it will change the way services are delivered and will place greater emphasis on a personalised outcomes based approach. The new service model is expected to deliver improved quality of service provision, improved service user experience, and establish more productive working relationships with providers.

The proposal to re-tender homecare services includes paying care workers at the London Living Wage and minimising the use of zero-hours contracts. Paying the London Living Wage should help to improve staff retention. It is anticipated that the quality of homecare provision in the borough would be enhanced.

The re-tender is designed to ensure compliance with the Unison Ethical Care Charter, which includes regular training and visits of more than 15 minutes.

Consistency of care worker is something that the council and care providers are committed to, and it will be included as an element in performance and contract monitoring schedules. Service users would continue to be matched to care workers based on their needs, however the aim will be for a consistent care worker to provide care for each individual during the course of the contract (where possible). This will positively impact service users, as they may wish to have the same care workers. It should improve communication between the council and the provider and between the provider and the service user also.

Electronic Call Monitoring will be mandatory and will be built into the procurement process. This will allow for better real time monitoring of consistency of care worker and timeliness of calls, and will also allow contract monitoring to be evidence based.

Small Brent based providers may not have the ability to deliver the number of hours expected from the patch based approach. Smaller providers could still continue to deliver up to 20% of remaining hours from a framework. Approximately 10 additional providers will still be able to provide services for Brent by becoming part of a framework. Officers will provide capacity building support to local Brent providers to support them to join. Individuals may also choose to remain with them via a direct payment, however this would not be quality monitored by the council unless they were on a framework. Safeguarding concerns would continue to be investigated by the council however, and the council retains this responsibility. Smaller providers would still be able to deliver hours, reducing the risk of market failure also.

Impacts will be monitored throughout the implementation period and beyond via ongoing service user and provider engagement and the Quality Assurance Framework, the Outcomes Framework and Performance Management Framework that are included in the service specification and associated schedules. A Quality Assurance Policy is also being developed to minimise any negative impacts. A fewer number of providers will also ensure that quality can be better monitored.

Commissioners would attempt to limit disruption during the transition phase and ensure continuity of care where possible. However, if it is not possible to ensure continuity of care, the council and provider would work with service users to explain why, and help to build relationships with new carers as quickly as possible. Furthermore, service users could switch to a direct payment (DP) to give them more choice and control over their care.

Below is a summary of the full EIA's where a mixture of positive, neutral and negative impacts have been identified. Also attached to this report are the supporting EIA screenings for each savings proposal and full EIA's where implications on the PSED have been identified.

## **Community Wellbeing**

### Public Health recommissioning – substance misuse (CWB001)

The proposal is to achieve savings from the redesign and re procurement of the substance misuse service. A contract is already in place to deliver these savings.

No negative impacts are anticipated on protected groups. Service users were closely involved in the redesign of the service and the evaluation of tenders, and have been kept informed and involved in the process. Close attention will be paid to maintaining outcomes, and any impacts will be mitigated through contract management.

### Public Health recommissioning - Stop Smoking Services (CWB003)

The proposal is to make the service more efficient by stopping the general untargeted smoking cessation services; but maintaining the focussed stop smoking service for mental health service users and pregnant women.

There is a general impact on smokers who would like to quit but do not fall within the focussed groups and would consequentially lose access to free nicotine replacement therapy and face to face support. The revised approach will have a positive effect on the protected characteristics, in particular by advancing equality of opportunity.

The service will focus on more vulnerable users where, for example, the health data supports a greater dependency on smoking, or significant health implications for example on foetal health. Non-eligible service users can access the free online and telephone support provided by the London Smoking Cessation Transformation Project and stop smoking medication such as Champix/Zyban as a GP prescription.

#### Adult Social Care re-commissioning - Placement review (CWB016)

This proposal is to reduce individual care package costs as part of annual placement reviews by moving people from high cost packages to supported living or extra care accommodation where appropriate and based on evidence as part of the New Accommodation Independent Living (NAIL) programme. Where this is not appropriate, the saving could be achieved by negotiating placement costs to achieve value for money instead. Placement costs are reviewed annually within the Residential and Nursing Commissioning teams.

#### Adult Social Care re-commissioning - Day care (CWB017)

This proposal is to work with providers to redesign and develop a new model of external day care provision. The aim of this proposal is to create efficiency savings whilst also supporting more choice and control for individuals in receipt of Adult Social Care services. It is proposed that the current model is transformed to less building based provision. It is anticipated that the overall level of service should stay the same in most cases, however some groups may find it challenging. Engagement would be undertaken with service users affected to minimise any negative impacts.

#### Adult Social Care re-commissioning - Prevention contracts (CWB018)

This proposal is to move non statutory Adult Social Care services to Public Health and include broader outcomes. The services would be re-specified and recommissioned through the Public Health grant. The number and level of services provided is not expected to change. No equality impacts are anticipated.

#### Housing Association Lease Scheme (CWB021)

The proposal is to create a new model to increase the supply of affordable accommodation to help meet the demand for homeless households. The contraction of affordable temporary accommodation in the borough is resulting in more homeless households being housed into emergency Bed and Breakfast and/or other forms of temporary accommodation outside of Brent. The Reasonable Rents model will enable Registered Providers (RP) to lease properties (at a more competitive rate) from the private sector and let them to our accepted homeless households.

The scheme will enable reasonable/more attractive rates to be paid to landlords, allow properties to be retained and the housing portfolio expanded at a reduced cost to the Council. This model will also enable the council to discharge its full housing duty to accepted homeless households. The proposal would only apply to newly accepted homeless applications.

Some protected groups are over – represented among homeless households. This is partly due to the criteria through which priority need is established, e.g. age, physical disability, mental health and or pregnancy.

Positive impacts are anticipated in relation to a reduction in the loss of properties available and an increase in the supply of affordable accommodation to help meet the homeless demand. The scheme would advance equality of opportunity in the way that it is a fair and transparent means of allocating homes, based on the needs to the applicant.

Positive and negative/neutral impacts have been identified for residents with a disability. Data analysis shows a higher proportion of households with disability or vulnerability indicators placed in temporary accommodation. This may be because of limitations in procuring accommodation in the private rented sector that can meet the needs of people with a disability. In order for the council to end its homelessness duty, an offer of suitable and affordable accommodation must be provided. This may mean that social housing is the only option for some households and they will continue to be placed in temporary accommodation while waiting for an offer. Applicants with a disability would continue to be placed in accommodation that is suited to their needs.

## **Regeneration**

### Dimming street lights (R&E001)

The proposal is to review highly localised lighting levels across all residential streets in the borough.

Negative impacts are not anticipated. Residents may notice lower lighting levels than expected at certain locations, however sufficient lighting levels would be maintained to meet the British Lighting Standard, as well as road safety and community safety expectations. Resident and visitor feedback on lighting levels via the council's Parking and Lighting Service would be acted on quickly. Consideration of any relevant risk factors and consultation with the residents most affected would take place, and we are working with our Community Safety colleagues to minimise any risks.

### Building control (R&E004)

This proposal is increase the service area income from out-of-borough work and provide additional services through associates. There is a risk that the proposal might not be achieved if there is a downturn in the economy. No equality impacts are however anticipated.

#### Wembley licensing (R&E008)

This proposal is based on a potential increase in revenue arising from greater event activity in Wembley, subject to work on Olympic Way being complete. Equality Analysis was recently conducted for the Council's new Statement of Licensing Policy. When applications are received the Licensing Authority considers these on their individual merits and ensures that the Public Sector Equality Duty (PSED) is applied where appropriate. The Licensing Authority applies the PSED in the implementation of the 28 specific policies outlined in the Licensing Policy. The proposal would consider the PSED in licensing decisions where appropriate. No equality impacts are anticipated.

#### Regeneration & Environment staffing efficiencies (R&E018)

The proposal is to achieve savings through a reduction in staff salary costs. No equality impacts are anticipated.

### **Children & Young People**

#### Development of Family Hubs (CYP008)

It is proposed to replace the 17 Children's Centres with 8 family hubs. Children's Centre hubs currently cater for children aged 0-5, whereas the family hubs cater for the entire family aged 0-19 (and 25 with SEND). Services provided by the Children's Centres will still be accessible through the family hub.

The impact will be more significant on vulnerable families that live close to the Children's Centres which are closed. They will not be able to access those support services and may experience longer /additional traveling in order to access the service. This will particularly impact those on low incomes and with disabilities or SEND. There will also be an impact on services provided by the midwifery team around ante-natal and postnatal support and health visiting service, as new mothers/parents will have greater difficulty accessing the support. There could be an increase in isolated young parents and postnatal depression.

Part of the mitigation is to ensure that the family hubs continue to deliver the service which were available at the Children's Centre. Hubs will be targeted in areas that have the highest usage and deprivation levels as well as considering the size and locality of the individual centres. Research based assessments will make the best use of resources and ensure that these are broadened to cover school age children. This will enable a greater reach for targeted services into families. With respect to isolation and additional travelling difficulties,

consideration will be given to sourcing assistance with travelling. The service will also undertake a further EIA as part of the consultation service redesign process.

## **Chief Executive**

### Reducing voluntary sector grants (PPP001)

The proposal is to:

- reduce the voluntary and community sector assistance budget by £80 000 over two years. This budget is used to fund Brent CVS who provide capacity development support to Voluntary Sector and Community organisations (VSCOs) within the borough;
- reduce the Brent Advice Partnership Funding by £127 000 over two years. This fund is used to develop the capacity of local advice services;
  - reduce the generalist advice contract held by the Citizen's Advice Bureau (CAB) by £35 000; and
  - reduce the specialist advice contract by £18 000 over two years . This contract is also held by the CAB.

The first year savings were successfully implemented from April 2019 onwards.

It is not anticipated that the reduction to the voluntary and community sector assistance budget and Brent Advice Partnership Fund would negatively impact protected groups. The funding does not impact directly on service provision. In addition, the organisations affected are either able to access funding from other sources or did not use all their allocated funding 2018/9, so the current funding level is more in line with their apparent needs.

The savings proposals to the CAB could negatively impact on the following protected groups who disproportionately access the service:

- older people (around 18% of CAB clients are over 65);
- disabled people (around 40% of CAB clients are disabled or long-term sick);
- BAME groups (around 70% of CAB clients were BAME in 2018);
- women (around 55% of CAB clients were female in 2018).

Given the disproportionate number of BAME groups and women accessing the service, it is possible that a reduction in service will have an impact on some faith groups and on the protected characteristic of pregnancy and maternity, although this data is not available.

Some protected groups may be more likely to be in need of benefits and other advice – for example, women and BAME groups who are likely to be on lower incomes.

Specialist advice services also provide support to vulnerable people for example home visits for older people and people with disabilities who are not able easily leave the house to access benefits and other vital advice.

The data also highlights increased demand for CAB services. 3049 people were seen during Quarter 2 for 2019/20 against an average of 2706 a quarter in 2018. There was also an increase in the proportion of clients from some protected groups; the proportion of BAME people increased to 90% from 70% in 2018/9 and there was an increase of people with disabilities and long term conditions to 45% from around 40%.

Mitigating actions include regular monitoring meetings with providers to assess impact and provide support in reconfiguring services to meet the needs of service users. Furthermore, Brent voluntary and community sector organisations would still be able to bid for money from the council's comprehensive grant funding programme. Council officers are enhancing the grants policy and procedures to make it easier for organisations to bid for funds. All information relating to grants is readily available on the Council website.

The Brent Advice Service Partnership would be enhanced to increase the use of alternative services able to provide advice to targeted groups in particular. In addition, Brent Council will continue to build the capacity of smaller and specialist advice services within the borough through training and development so that they are able to support service users that the CAB are not able to support. The online advice service would further be funded to provide advice to appropriate service users. The use of online information would be promoted, including Brent Advice Matters. Additional funding for advice by Children and Young People would also be available, and should be able to provide a service to some children, young people and families. The most vulnerable older and disabled people would also be targeted as part of the specialist advice service to ensure that they receive the best service possible.

There is a longer term plan for Brent Council to review and redevelop its relationship with the voluntary and community sector, including its contracted provision. Any proposals will be developed in consultation with the affected stakeholders.

#### Restructure of communications, conference & events department (PPP003)

This proposal is to carry out a staffing restructure to realign the service to maximise commercial income generated from the Conference and Events and income generation sections of the communications service while protecting core communications team activity which is required to support the priorities as identified in the Borough Plan 2023.

There are no equality impacts anticipated on protected groups. Equality implications will continue to be considered as the proposal develops.

## **Customer and Digital Services**

### Customer services staff rationalisation (RES005)

This proposal is to undertake a restructure in this area following the transfer of Council Tax to in house provision in May 2019. Consultation has taken place on the restructure of the service. Residents would be encouraged to access services online. Reductions in staffing may negatively impact residents who are not online. Older people are less likely to be confident in using digital service facilities. People with learning disabilities and people living with mental health issues may find it more difficult to use the digital service and require assistance or provision in another way. Users whose first language is not English may also find it more difficult to use digital self-service channels.

Support would continue be available for residents to resolve queries, including providing access to self-service facilities, training and assistance with accessing services through community hubs or provision of assistance in people's homes. A further EIA would be undertaken in relation to proposal as the new offer is developed.

### Service Modernisation, More Digital (RES003/004)

There are two parts to this proposal (1) increasing the digital self-service provision by reducing/migrating face to face and telephone enquires (003). This will include utilising Robotic Processing Automation which will improve the current customer offer and address feedback arising out of the consultation process; and (2) launching a universal offer to all residents which will set an expectation to self-serve using digital channels (004) and a more tailored offer to vulnerable residents to ensure they have access to appropriate assistance.

No direct impact is envisioned by the first proposal as the robotic processing changes the way in which data is processed (thereby improving the service delivered).

In relation to proposal 2, there may be an impact on vulnerable users although the aim of the change is to better target assistance to those who most need it. Consequently, residents who can use self-service will be diverted to self-serve to enable the prioritisation of those service users that require additional support and or assistance. Older people are less likely to be confident in using digital service facilities, people with learning disabilities and people living with mental health issues may find it more difficult to use the digital service

and require assistance or provision in another way. Users whose first language is not English may also find it more difficult to use digital self-service channels.

Service users who need additional assistance will be identified through a broad framework which will help to determine the type of assistance they need and where this can be accessed. This may include providing access to self-service facilities, training and assistance with accessing services through community hubs or provision of assistance in people's homes. A further EIA may be undertaken in relation to proposal 2 as the new universal offer is developed.

#### Legal savings - Demand management (RES001)

This proposal is to achieve savings through demand management and income generation through raising new and existing fees and charges. Support would be reduced for contract and procurement activity on contracts which do not require formal tendering. A suite of basic contract and advice documents would be provided to support staff with this change. It is not anticipated that there would be any impacts on protected groups.

#### Council Tax Increase

It is proposed to increase Council Tax by 3.99% (2% ring fenced for Adult Social Care and 1.99% general increase). This will generate an additional 4.9m of recurring income for the council and avoid further savings having to be made to key council services.

This proposal will impact on all residents in the borough who are liable to pay Council Tax. As the increase has universal application no one particular group with protected characteristics is targeted.

In terms of mitigation, the Council Tax Support (CTS) scheme provides some assistance for vulnerable residents and households on low incomes. The CTS scheme is due to change in April 2020. Equality Analysis for the new scheme identified both positive and negative impacts for the protected groups of age, disability, sex and race. Overall, the impacts of the proposed scheme are broadly proportionate across groups with protected characteristics, and / or reflect the higher relative incomes of certain demographic groups. Mitigating actions include staff training to equip officers with the awareness to identify where a discretionary payment may be appropriate, and how such requests should be assessed, and opportunities to improve equality monitoring data. The impacts of the new scheme on claimants are being closely monitored.

The impact of the council tax increase would be reviewed alongside the implementation of the new council tax support scheme. The existing powers under Section 13A of the Local Government Act 1992 also allow the Council to reduce Council Tax by up to 100%. The process for applying is detailed on the Council's website.

## **2021/22 to 2022/23 budget proposals**

Attached to this report are the supporting EIA screenings and full EIA's where implications on the PSED have been identified.

A number of the proposed savings generate an income for the Council, or have other positive impacts on residents and communities, for example proposals to increase in-house Temporary Accommodation, reduce damage to footways and to become a Registered Apprenticeship Training provider set out in further detail below.

### Properties to relieve Temporary Accommodation (2021-23 CWB 006)

This proposal is to create social housing as part of the Council's new build programme. The proposal would involve redeveloping a former care home (Knowles House) into council-owned in-house temporary accommodation.

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Recent years have seen the contraction of affordable Temporary Accommodation in the borough resulting in more homeless households being housed into emergency Bed & Breakfast and/or other forms of temporary accommodation outside of Brent. The proposal will increase the in-house supply of temporary accommodation for homeless households, reducing the costs of obtaining accommodation externally.

Some protected groups are over – represented among homeless households. This is partly due to the criteria through which priority need is established, e.g. age, physical disability, mental health and or pregnancy. Positive impacts are anticipated from this proposal in relation to increasing the supply of accommodation to help meet the homeless demand, providing permanent properties for a number of homeless households currently in temporary accommodation. The proposal would support the council to discharge its full housing duty to accepted homeless households. It is also anticipated that the proposal would increase the supply of accommodation suitable for disabled households.

### Damage Cost Recovery (2021-23 R&E 004)

The proposal is to deploy a dedicated officer to proactively recover the cost of repairs from developers and builders causing damage to the public highway. Contractors undertaking works will be charged and held accountable for the damage they may cause to footways in Brent.

It is anticipated that there would be more frequent footway repairs as a consequence of this proposal. Hazards may be removed, and footways be in better condition generally reducing the likelihood of accidents. This could positively impact residents, particularly those with protected characteristic of age, disability and pregnancy/maternity.

To develop a commercial training arm that can utilise the apprenticeship levy to deliver Apprenticeship Standards (2021-23 R&E 009)  
The proposal is to become an Approved Training Provider of apprenticeship training, and therefore increase teaching capacity and the number and range of apprenticeship training offered.

The proposal is believed to have a neutral impact on protected groups overall. Existing apprentices would not be affected. Work would be undertaken with employers to ensure that there is equality in apprenticeship recruitment. Applicants would receive 1-2-1 support in completing applications if required and continued support through the duration of the apprenticeship.

The proposal would give the council greater flexibility to ensure reasonable adjustments can be made for applicants with disabilities, as opposed to more restrictive policies for independent training providers. This would allow us to offer a more inclusive and quality service. The proposal may therefore positively impact residents with the protected characteristic of disability.

Below is a summary of the full EIA's where a mixture of neutral and negative impacts have been identified.

## **Community Wellbeing**

### Reablement (2021-23 CWB 001)

The proposal is to deliver a more effective and comprehensive reablement offer that supports higher needs residents, discharges residents sooner, improves links with hospital and community social care teams to improve the resident journey and reduces or not requires ongoing homecare packages. Further savings have been identified through reducing the contribution Brent makes to the rehab (health) element of the service.

The aim of the reablement intervention is that residents will be able to live more independently. This allows the ongoing traditional community care package to be reduced or removed, depending on the ongoing care needs. The improvements in the service will be across the universal offer and it is not anticipated that protected groups would be affected disproportionately.

The council will continue to spot-purchase reablement homecare packages if the project of bringing the provision is unsuccessful. Residents with disabilities with reablement potential will continue to be offered a service. As part of the project plan, a

Project Board would be also developed. Equalities analysis would continue to be undertaken as the proposal developed, with updates brought to the Project Board.

#### Placement Review (2021-23 CWB 003)

Placements are to be reviewed as part of the New Accommodation Independent Living (NAIL) programme to determine whether people could be moved to less restrictive placements, or whether there is any scope for fee reduction based on need and care provided.

It is proposed that some service users are supported to move into new placements better suited to their needs. Other placements would be subject to fee negotiation, if the client is unable to move, but where it is felt a fairer price for the service could be negotiated.

It is anticipated that there would be a positive impact on residents with a disability. The primary aim of moving someone from one placement to another is to move them to a service that better meets their needs. People would not be moved if it was not felt to be in their best interests.

#### Deprivation of Liberty Safeguards (DoLS) provision (2021-23 CWB 004)

The proposal is for Brent permanent staff to undertake the Best Interest Assessor (BIA) role as opposed to outsourcing at a cost of £250 per case. This would not only bring savings but also improvements for staff trained and act as an incentive for recruitment and retention.

It is not anticipated that provision would be affected by the changing of staff arrangements – the service is not expected to change as a result. The change is solely about reducing external commissioning and giving this opportunity to Brent staff. The proposal would provide more control over ensuring assessments are timely. Any risk to service provision would be mitigated by ensuring a budget allocation to still enable outsourcing in emergency situations or during staff absence.

#### Community Care recommissioning (2021-23 CWB 005)

The commissioning service is working with providers to redesign services into new, lower-cost models of care that support more choice and control, and promotes less building based provision. The proposal is to broaden the service offer and involve people in its design. Public Health outcomes would be built into the recommissioned service, with the aim of improving outcomes for service users and residents.

It is anticipated that the proposal would positively affect Adult Social Care service users that attend day centres. Older people, disabled people and people from Black, Asian and Minority Ethnic (BAME) backgrounds are likely to be affected.

The make-up of service users is currently being reviewed. All services are being reviewed, including services for Afro–Caribbean and Asian elders. Equality implications are being considered throughout. Services are being reviewed to establish if they could be delivered in a different way, with recommendations due to be made to the Change and Improvement Board. Some of these may include the removal of some of the services. However these services would continue to be delivered by private providers, but with less clients funded by the council or input from council staff. Service users will be offered direct payments so that they can purchase their own services if they do not believe that the service offered by the council meets their needs. Staff are working with all stakeholders including family's and service users where they have capacity.

Any service change would be subject to the agreement of senior management and Cabinet. It may lead to the services being improved for residents by offering service users more choice and control, modern and targeted service provision based on different service users' needs.

#### New Accommodation for Independent Living (CWB013)

The proposal is to increase NAIL provision to support more users and to develop provision to support higher need users and some users who have gone into nursing care. Despite successful demand management within ASC, the number of people requiring and who are eligible for services is increasing. Therefore we are proposing increasing the number of NAIL units we develop to help mitigate the cost pressure of this demand, but also developing specialist provision to cater for people who might otherwise have needed nursing care. No equality impacts are anticipated.

### **Children and Young People**

#### Clawback of unused Direct Payments 2021-23 CYP 001

Direct payments are cash payments paid to an individual to give them greater choice to buy care services needed themselves. The proposal is to introduce a card system in April 2020 to reclaim unused or overpaid direct payment funds from clients immediately, matching the same approach taken in adult social care. The direct payment may no longer be required by families or it may not be used in line with the resource allocation agreement signed. It also may be paid for several months before it is amended. The card systems would allow officers to identify overpayments and claim these much more rapidly.

Consultation has taken place with residents affected by the change and with the Brent Parent Carer Forum. Children and young people with assessed needs would continue to receive support as detailed in the legislation. Some of the children and families who are not using

the direct payment in line with the service agreement would see their payment reduced or cancelled. More appropriate support would be offered to families, which could include activities in the community, play schemes or care at home depending on the review of their assessment. It is also noted that some of the parents affected may be pregnant at the time of implementation also. Impacts would be monitored during 2020/21.

#### Short Break Centre (2021-23 CYP 002)

The proposal is to sell existing spare capacity of respite beds/nights at the Ade Adepitan Short Breaks Centre to neighbouring authorities at market rates. The aim of the proposal is to increase income by reducing the number of empty beds through providing planned and emergency accommodation at market rates to neighbouring boroughs.

There should be a minimal impact on users of the service. The sale of extra bed nights would bring more users to the centre. There is currently surplus capacity and some bed nights are already sold to neighbouring boroughs. LB Barnet has already purchased additional bed nights and is due to sign a formal contract to regularise arrangements before the end of 2019.

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There is no intention to reduce the number of opportunities for Brent resident young children and young people – the proposal is to better utilise existing capacity that is not required by the service. Consultation with service users, their families and the Brent Parent Carer Forum has taken place with positive feedback obtained. The proposal does not involve any reduction in services for Brent young people. There could be a risk of Brent young people not being able to access this service if too many bed nights are sold. The process would need to be managed sensitively in order to bring social benefits to existing users.

#### Adjusting resources in demand led budgets (2021-23 CYP 003)

The rate of Looked After Children (LAC) per 10,000 of population is historically low in Brent and the current rate is low compared to statistical neighbours. With the assumption that this low rate continues over the next 18 months a reduction in the budget could be implemented in line with posts that were held vacant in August 2019.

Population growth is expected to stabilise following the current primary bulge moving through the school system. A number of activities as set out in the current borough plan are intended to improve outcomes and manage risk effectively for target groups at higher risk of becoming looked after.

If the caseloads do not increase, it is not anticipated that there will be any negative impacts on protected groups. However, there is a risk that caseloads rise as the number of secondary-age children increases. 65% of current LAC are aged 13+. The proposal could negative impact on the young people as if there is insufficient staff resource to meet demand, issues relating to contextual safeguarding and serious youth violence may accelerate complexity of need.

To mitigate against any negative impacts, the LAC rate would be monitored quarterly within existing performance reports. Service users and staff would be kept regularly informed and their views sought through internal mechanisms. A decision would need to be made by the service by early 2021 regarding the resource required to meet demand for the subsequent two financial years. If the rate increased, this proposal would not be achieved as it would negatively impact on service delivery.

#### Review and zero base other service area budgets (2021-23 CYP 004)

The proposal is to review service area budgets to achieve and accumulate minor savings. Budget analyses will be carried out on non-staff and non-frontline service budgets across Children and Young People. Management will then challenge budget holders to produce updated service delivery plans, focussed on outcomes which can be costed by the Finance team.

Proposal is to concentrate on those budgets which have a historical underspend. No negative impacts have been identified for children and young people, parents/carers, schools and practitioners working with children and young people.

#### Increased income target for the Gordon Brown Centre (2021-23 CYP 005)

The Gordon Brown Outdoor Education Centre has benefitted from recent capital investment. The proposal is to increase access to this resource by extending the use of the centre, including by selling daytime and residential activity bookings, and thus increase income generated.

The management teams have engaged with local schools and potential customers regarding the proposal. The planned income generation will be reviewed quarterly through 2019/20 and into 20/21. Negative equality impacts have been not been identified. Impacts will however be monitored through management supervision of the centre manager.

#### 10% saving on commissioning (2021-23 CYP 006)

This proposal is to achieve a 10% commissioning saving when contracts become due for a number of commissioned services that either support children with special needs and disabilities or vulnerable children and young people.

A number of contracts have been identified which are due to go out to tender and commence in April 2021. The services affected would likely include Speech and Language Therapy, Mental Health and Wellbeing, semi-independent block contract for services, and Early Help services. The saving would be achieved by:

- retendering services to achieve competitive pricing;
- bringing any spot-purchased services into contracts where possible to achieve economies of scale;
- redesigning services to achieve efficiencies based on feedback from service users and demand analysis.

The protected groups that could be affected are age and disability. The proposal may impact children and young people aged 0-18 and 18-25 with an Educational Health and Care Plan (EHCP), parents and carers, schools and practitioners working with children and young people.

The scope of non-statutory services may be reduced. Negative impacts are not anticipated. The focus will be to ensure that the most vulnerable children and young people and their families continue to be supported through commissioned services. Children who have a statutory right to services would continue to receive them. It is not anticipated that services aimed at supporting vulnerable children (e.g. Mental Health and Wellbeing services or Early Help services) will reduce in terms of scope, but that market competition will drive efficiencies. There could, however, be some redesign of services for example to increase alignment with CCG commissioned services which could drive efficiencies. Any redesign would be informed by service user feedback and detailed demand analysis.

The same age range of children and young people would continue to receive services. Statutory services for children and young people with a disability would also continue. Non-statutory services would continue to be available for children and young people regardless of whether they have a disability. All services would continue to impact equally upon all children and young people and their parents/carers regardless of their gender identity, race, religion or belief, sex and sexual orientation. Services are fully inclusive and aim to improve outcomes for all children and young people and their families.

Engagement would be undertaken with stakeholders and service users at the point of recommissioning any service. All commissioned services are subject to contract monitoring and evaluation. This includes regular feedback from service users, monitoring complaints and compliments, service data analysis and contract monitoring meetings. The Commissioning Team hosts a quarterly stakeholder meeting that reviews service effectiveness and informs contract monitoring meetings. Each service would be recommissioned based on an updated and detailed analysis of service need, including the views of target user groups.

The commissioning of services in scope of the budget savings proposal will be undertaken to achieve efficiencies primarily through market engagement and through improved alignment with CCG commissioned services. It is not intended that the scope of any service would reduce unless this is underpinned by analysis that indicates reduced demand. All services that are commissioned are subject to detailed analysis of demand. If a service is no longer required or if a reduced service is considered appropriate to meet need, the opportunity will be taken to realise budget savings.

Demand analysis for each service will be carried out, including evidence of impact of current services. Consultation with children and parents/carers on specifications would take place. Market testing and market development would be used to determine market likelihood to respond to tendering process in the context of the specification and available budget. Each proposal would be subject to a detailed equality impact assessment to mitigate any negative impacts.

## **Regeneration and Environment**

### General Efficiencies across R&E (2021-23 R&E 001)

The proposal relates to the removal of funds deemed to be surplus to the structural revenue requirement of the directorate. No impacts are anticipated on residents from protected groups.

### Lighting Maintenance (2021-23 R&E 002)

This proposal is to make an efficiency saving of 10% on the lighting maintenance budget in March 2021. This follows a 20 year lighting maintenance contract, £5 million investment in technology and two years trouble-shooting. This 10% efficiency saving is a corporate requirement on all contract re-letting and renewals. It is not anticipated that there will be any negative impacts on protected groups.

### Schemes/Drainage fees (2021-23 R&E 003)

The proposal is to increase the level of fees applied to contractors for the delivery of large-scale funded infrastructure improvement projects. No impacts are anticipated for protected groups.

### Building Control Fees Review (2021-23 R&E 005)

The proposal is to increase building control fees charged to developers by 10% for schedule 2 new dwellings, up to 15 dwellings. No impacts are anticipated for protected groups. No impact on residents is anticipated.

### Passenger Transport (2021-23 R&E 006)

The proposal is to relocate parking provision of buses for Special Educational Needs (SEN) children from Harrow to Brent in order to shorten routes and reduce driving times, and therefore to create efficiency savings. It is believed that efficiencies can be made on certain routes. The proposal would affect 900 SEN children who currently use the service. Equality monitoring information will be reviewed for passengers affected.

The proposal is likely to have negative impacts on the protected group of disability and age (young people) as SEN children are likely to be affected by changes to individual routines, which can cause anxiety. Carers, whilst not protected themselves under the Equality Act 2010, are protected from indirect discrimination if they are caring for someone with a disability. Parent carers of SEN children are also likely to be affected by this proposal as their children would be affected. However in the long-term it is believed that there will be a positive impact for these groups due to shorter journey times and therefore better comfort for passengers. Negative impacts from the changing of routines in the short-term are likely to be mitigated by the long-term outcome of reducing journey times.

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Mitigating actions include starting any new routes from September 2020 to coincide with the new school year, thus minimising the number of changes to routine caused by service disruption during term-time. Furthermore, only those routes that would provide operational efficiencies and a saving would be re-located.

Passengers would be consulted on the proposed changes early in 2020 and the proposal is subject to the consultation findings. The consultation would be promoted amongst all service users and their families. Any changes would be communicated sensitively, thoroughly and early in advance to minimise any anxiety caused to passengers. In accordance with the NHS Accessible Information Standard, information would be communicated in a simple and clear way, for example using Easy Read, to ensure that the information and communication needs of passengers affected with a disability are met. Equality analysis would continue to be conducted and reviewed, and any impacts monitored. Equality monitoring information will continue to be reviewed for passengers affected.

### Additional pre-application charges for specialists (2021-23 R&E 007)

The proposal is to increase the pre-application charge for specialist advice in the planning process/service, where it is believed an additional charge could be levied with agreement from the applicant. A wide range of applications from small householder to major urban developments are received. Equality information is monitored for planning applications but not for pre-application stage.

The proposal is not envisaged to impact protected groups as the charge would mainly affect larger commercial operators and development proposals rather than domestic residents or smaller schemes (e.g. extensions to homes or small businesses). The proposal would exclude certain categories. Disabled people would not be affected e.g. they would be able to improve their homes without a planning fee. Households would have free application so would not be negatively affected. Disabled residents (e.g. if trying to make home more accessible) would not be affected. It is not believed that residents with a protected characteristic would be negatively impacted by this proposal. Equality Analysis has been conducted for the proposal and will continue to be kept under review.

#### Facilities Management contract extension (2021-23 R&E 011)

The proposal is for a 12-month extension to the existing Facilities Management contract, with savings of £70k agreed at the time of extension. The proposal includes the reduction of a security post by our outsourced contractor, with duties of that officer being picked up by the remaining nine team members.

The proposal is also for the outsourced contractor to use technology to remotely open and close Brent Council buildings that fall within Facilities Management (approx. 15-20 buildings). There are many buildings which use this technology already.

The impact on residents and staff is likely to be minimal. The process will remain the same. Rather than locking and unlocking the buildings by human intervention and use of a key, the lock would be released over a network instead. There wouldn't be an announcement that the lock was about to take place as this is not possible. Members of the public would be directed to leave the premises by Brent Council staff however as currently occurs before the buildings are locked. A communications plan would be developed to increase awareness of the technology. New staff would continue to be informed as part of their site induction when they are expected to vacate the building by and lone working procedures.

They would continue to be able to use their staff card to exit the building before the locking takes place, and enter the building after the opening takes place. There have been 1-2 staff locked in the premises within approximately 4 years. The proposal is make the process more efficient and safer as in emergency situations staff would be able to release the lock and override the system (currently a key is needed to unlock the lock). This would be reported back to the control room. There isn't currently CCTV linked to the control centre, although this could be a future consideration for The Library at Willesden Green.

The proposal would be subject to a building stakeholder consultation. Lock height would be accessible for wheelchair users at waist height. No personal data is involved in the locks and therefore a data protection impact assessment is not believed to be needed.

The proposal is to undertake a trial with one building and review after 6 months, before rolling it out in the medium term where appropriate. Any problems or unforeseen consequences would be reviewed and the contractors would work in partnership with Brent Council to mitigate them. A notification process would be in place for late events, and in this circumstance lock times would be changed.

## **Customer and Digital Services**

### ICT Client and Applications income generation from sale of IT support services (2021-23 CDS 001 & 002)

This proposal is to increase income by raising IT support charges and potentially increasing the number of organisations supported. Any risk of adverse impact to service delivery will be mitigated by increasing staff as required, but ensuring these costs are met from the income generated. It is not believed that there will be any impact on residents from protected groups.

### ICT Client and Applications reduction in support services (2021-23 CDS 003 & 005)

This proposal is to reduce printing usage across the council where there is scope to do so. It is not believed that there will be any impact on residents from protected groups. The proposal is internal to the council. Printing will still be available to all council staff.

### ICT Client and Applications staffing efficiencies (2021-23 CDS 004)

The proposal relates to staff restructure and the reduction of one management post and one Database Administrator Post. It is anticipated that there will be a reduction in technical resources and ongoing support needed alongside an anticipated move to Cloud services. Risk of adverse impact to service delivery would be mitigated by gradual implementation of changes and allocation of work between other managers in the team. It is not believed that there will be any impact on residents from protected groups.

### Merger of Housing and Corporate Contact Centres (2021-23 CDS 006)

The proposal is to merge the housing and corporate contact centres, rationalise management and create staff efficiencies. The aim of the proposal is to create one 'front door' and a consistent customer experience for residents with resources based on needs and resident preferences. Staff working across the contact centres would be affected as well as key partners such as repair contractors. The proposal is not believed to impact residents at this early stage. It is believed that the change would enhance service delivery by creating a consistent customer experience for residents.

A detailed project plan will be developed to highlight the scope of the project, expected benefits and anticipated impacts on customers. Segmentation analysis will be carried out to understand customer base and assess the impact of changes to staffing level. Data will be collected to understand call demands and customer profile in terms of protected groups.

Equality Analysis would continue to be conducted on an ongoing basis as the proposal develops, including the detail of the new service design. The new service design would be informed by service user engagement. The impact of the new service arrangements would be monitored through management reports post-implementation. Support for vulnerable customers would continue and would be a key feature of the new service design.

#### Reduction in postal costs (2021-23 CDS 007)

The proposal estimates a reduction of postage costs from increased online channels for residents and digital self-service. The council is undertaking work as part of its Digital Strategy and Customer Access Review to make it easier for residents to complete transactions online. The Brent Resident Attitudes Survey 2018 highlighted that older people, people with a disability and lower socio-economic groups are less likely to be online. It is not anticipated that residents would be negatively affected by this proposal, as residents who are not online will continue to receive support to access services. This includes face-to-face support from staff at the Brent Hubs. Equality Analysis was conducted for the overall Digital Strategy and this is being reviewed on an ongoing basis.

#### BCS - Savings from new Council Tax Support scheme (2021-23 CDS 008)

Please read this proposal summary in conjunction with 2021-23 CDS 011.

The proposal relates to the savings to be made from the new Council Tax Support (CTS) scheme, which was approved by Cabinet in November 2019, for which a full Equality Analysis was conducted and mitigating actions developed. It is expected that there will be no impact on protected groups. The new process for claiming CTS is expected to be simpler and easier. The proposal is also anticipated to create opportunities for greater automation. Impacts on residents affected by the proposal are being monitored closely and kept under review. Options for paying in person and/or by telephone will remain for customers.

#### Increased automation (2021-23 CDS 009)

The proposal is to increase the automation of council processes to improve data quality, and therefore increase processing efficiency, accuracy and consistency of decisions. Automation solutions are already being used as part of the Council's operations, including in Digital and Customer Services. Appropriate checks would be put in place to ensure the integrity of data handling. The proposal will

enable consistency and minimise the risk of adversely affecting customers from protected groups. Equality analysis has been conducted for the use of automation and equality impacts will continue to be monitored.

Replace online benefits form with a more agile solution to improve customer experience (2021-23 CDS 010)

The proposal is to replace the online benefits form used in the Benefits Service currently with a more agile solution to improve customer experience. The council already utilises an online form for claimants to make initial claims and report changes in circumstances. Equality analysis has been carried out for online claiming. The aim is to achieve a more cost effective solution.

The current form uses Risk Based Verification (RBV) software to determine how much evidence is required from a claimant to support their claim. It is anticipated that with the continued rollout of Universal Credit, the number of claims will reduce, as claimants move from Housing Benefit to Universal Credit caseload, and therefore the number of changes in circumstances to process will also reduce. The new Council Tax Support scheme to be introduced from April 2020 also uses a significantly simpler claim process, with less need for evidence from claimants as more verification from DWP and HMRC will be utilised. It is therefore anticipated that in the future there will be less or benefit to be gained from differentiating claims on a risk basis as many of the “higher risk” claims will have migrated from HB to UC.

A simpler and cheaper alternative e-claim (whether from a third party or internally developed in MS Dynamics) would therefore be developed and potentially a move away from RBV or introduction of a simpler and cheaper variation of this. Data from established management reports have provided a view of the key risk indicators to bear in mind as part of the transition to an alternative solution.

The simplified CTS scheme has the potential for robotic automation to transfer data from the e-claim directly into the Council Tax system. Savings would be achieved through cheaper alternative systems (or completely stopping use of RBV), plus 1FTE staffing saving from the potential robotic process.

There is not expected to be any impact on service users due to these changes; rather the benefits claim process and administration is expected to be improved as the proposed scheme is expected to be simpler to administer and easier to understand, with significantly fewer changes in circumstances needing to be reported and processed. The process itself is not proposed to change and the service will be no more or less accessible. The benefits claim process and administration and overall customer service is expected to be improved as a result. Additional support will continue to be offered for accessing online services to those who require it through Brent Customer

Service Centre, the Community Hubs and partners such as Citizens Advice and Housing Association welfare advisers. Equality Analysis will be continue to be carried out should the proposal be taken forward.

#### BCS - Staffing efficiencies (2021-23 CDS 011)

Please read in conjunction with proposal 2021-23 CDS 008.

This proposal is to achieve savings through staffing efficiencies by streamlining or simplifying processes and improving joint handling of queries between Benefits and Council Tax. As Universal Credit is rolled out, staff efficiencies are expected. The Benefits Service is currently reducing staffing costs by approximately £200k each year up to 2023/24. The CTS Scheme is expected to become easier to administer, and the council's debt recovery system is expected to become more streamlined. New technology is being considered for simple high volume activities.

The proposal would impact staff processes internally and the customer-facing part of the service would be unchanged. There is not expected to be any impact on residents. The aim of the proposal is to improve service delivery. Customer service is expected to be improved.

Equality Analysis will be conducted as the proposal develops, including the detail of the new service design. Analysis is being conducted to understand customer demand and make-up. A key feature will be to ensure that changes to staffing levels do not disproportionately negatively affect protected groups. Management reports will be developed to monitor the impact of the service post-implementation.

#### Transformation staffing efficiencies (2021-23 CDS 012)

The proposal is to reduce one management post following the merger of Customer and Digital Services. Workload and service demands would be redistributed across the management team. Risk of impact to delivery of transformation work programme will be mitigated by gradual implementation of changes and re-alignment of work between other managers in the team. There is not envisaged to be any impact from this proposal on residents.

#### **Chief Executive's Departments**

##### Efficiency savings proposals (2021-23 CE 001/2/3)

The proposal aims to achieve efficiency savings and income generation in the Legal team, Human Resources, Audit and Investigations, Finance and the Assistant Chief Executive department. The proposals are to:

1. Reduce external Internal Audit hours through re-procurement and utilising finance resource through rotations.
2. Full cost recovery from external.
3. Restructure of vacant posts in a Legal team.
4. Rationalise Occupational Health checks on recruitment. Checks would remain for staff with the protected characteristic of disability.
5. Re-procurement of Legal Library provider which provides document storage.
6. Review the structure of the admin support across the council and centralise core elements within the Executive & Member Services function in 2021/22.
7. Restructure the Conference and Events team to generate more income.

It is not expected that there will be impacts on residents from these changes. The changes are anticipated to affect staff only. Proposals relating to staffing restructures will be managed through the Managing Change policy. The services will also undertake further EAs as part of the service redesign process.

In relation to point six, the aim is to generate more income in the Conference and Events team, for example by increasing money generated from commercial events. Community and voluntary groups receive a reduction in the cost of hiring Brent Council spaces when compared to businesses. It is not anticipated that these groups would face increased charges.

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### **3 CUMULATIVE IMPACTS**

Table 1 and 2 below summarises the potential cumulative impacts on groups which have a protected characteristic.

#### **2020/21 budget proposals**

A significant number of the proposals support income generation either by way of service design or introducing new initiatives which will have a positive impact on residents, communities and service delivery.

The proposals Adult Social Care Re-Commissioning – Day care (CWB017) and Reducing Voluntary Sector Grants (PPP001) could cumulatively negative impact on people from BAME backgrounds, older people and people with disabilities. For the proposal Adult Social Care Re-Commissioning – Day care (CWB017) it is believed that the impact could be neutralised and offset by mitigating actions. For

Reducing Voluntary Sector Grants (PPP001) mitigating actions have been put in place, including enhancing our grants policies and procedures to make it easier for organisations to bid for funds.

The proposals Children's Centres (CYP008) and Reducing Voluntary Sector Grants (PPP001) could further cumulatively impact on women, and the protected characteristic of pregnancy and maternity. The proposal Reducing Voluntary Sector Grants (PPP001) could impact on the protected characteristic of religion or belief.

However, these impacts will be kept under review and where possible mitigations have been identified to reduce the effect as set out below and in the individual savings descriptions.

In light of the above, the proposed budget saving proposals are considered reasonable and have shown due regard to the PSED.

Although initial equality screenings have been undertaken to ascertain the PSED impact, many of the proposals are in their formative stages and are still to be developed and or subject to consultations. Consequently, as the proposals are developed further equality analysis will be undertaken to assess the PSED.

Table 1 - 2020/21 budget proposals - summary of equality impacts

<b>Proposal</b>	<b>Age e.g. children, elderly</b>	<b>Disability</b>	<b>Gender Reassign ment</b>	<b>Marriage or Civil Partnership</b>	<b>Pregnancy or maternity</b>	<b>Race</b>	<b>Religion or Belief</b>	<b>Sex</b>	<b>Sexual Orientation</b>	<b>Service Area</b>
Public Health re-commissioning (CWB001)	0	0	0	0	0	0	0	0	0	CWB
Public Health re-commissioning - cease untargeted smoking cessation (CWB003)	0	+1	0	0	+1	+1	0	0	0	CWB

[illegible]

[illegible]

management (RES001)										
Overall Council Tax increase of 3.99%	0	0	0	0	0	0	0	0	0	Council Tax

## 2021/22 – 2022/23 budget proposals

Positive impacts have been identified for the protected groups of age, disability, pregnancy or maternity and religion or belief, as highlighted in Table 2 and outlined in the EIAs.

The proposals Clawback of unused Direct Payments (CYP001) and Brent Transport Services move (R&E006) could have a cumulative negative equality impact on families with disabilities. However, any impacts will be monitored and communication will be made sensitively to ensure that service users and carers are fully aware of the changes. The introduction of the new passenger service for Special Educational Needs children would also take place at the start of the new term to minimise disruption.

At this stage the impacts are considered to be medium to low as a range of mitigating actions have been and will be put in place to reduce the negative impacts and ensure the Council's commitment to making a real difference to the lives of local people is achieved.

A significant number of the proposals support income generation either by way of service design or introducing new initiatives which will have a positive impact on residents, communities and service delivery.

Although initial equality screenings have been undertaken to ascertain the PSED impact, many of the proposals are in their formative stages and are still to be developed and or subject to consultations. Consequently, as the proposals are developed further equality analysis will be undertaken to assess the PSED.

Table 2 - 2021/22 to 2022/23 budget proposals - summary of equality impacts

Proposal	Age e.g. children, elderly	Disability	Gender Reassign ment	Marriage or Civil Partnership	Pregnancy or maternity	Race	Religion or Belief	Sex	Sexual Orientation	Service Area
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[illegible]

[illegible]

[illegible]

Support scheme (CDS008)										
Increased automation in Customer Services (CDS009)	0	0	0	0	0	0	0	0	0	CDS
Replace IEG online benefits form (CDS010)	0	0	0	0	0	0	0	0	0	CDS
Staffing efficiencies in Customer Services (CDS011)	0	0	0	0	0	0	0	0	0	CDS
Transformation - Staffing efficiencies (CDS012)	0	0	0	0	0	0	0	0	0	CDS
Efficiency savings within Legal, HR, Audit & Investigations/Finance/ Assistant Chief Executive (CE001/2/3)	0	0	0	0	0	0	0	0	0	CE

#### 4 SOCIO – ECONOMIC IMPLICATIONS

According to the Brent Resident Attitude Survey 2018 (Lower income defined as residents living on household incomes below £20,000 per year, after tax and deductions); certain groups within the population are more likely than others to live in poverty. In Brent, survey

analysis shows that those living on lower incomes are more likely to be: those from Black ethnic groups; residents with a disability or long-term illness; older residents; those with no qualifications; those who are not in work; and those who live in social housing.

## **2020/21**

The proposals regarding Children's Centres (CYP008), Reducing Voluntary Sector Grants (PPP001) and Increasing Council Tax cumulatively have the potential to negatively impact on families and residents from lower socio-economic groups. Some of the proposals will be mitigated by more effective working with partners to ensure resources are used effectively, retaining statutory parts of the service and the consideration of assistance/transitional protection where feasible. However, these risks which primarily affect women in lower socio –economic groups will need to be carefully monitored and considered across the council.

## **2021/22 to 2022/23**

The proposals regarding Clawback of Unused Direct Payments (CYP001), Community Care recommissioning (CWB005) and Increased Automation in Customer Services (CDS009) cumulatively have the potential to negatively impact on residents from lower socio-economic groups.

Some of the proposals will be mitigated by early and accessible communication with residents affected, by continuing to offer support for vulnerable residents who are not online, for example through the Brent Hubs and digital assistance, and more effective working with partners to ensure resources are used effectively. Furthermore, the CYP003 proposal is subject to demand/the number of Looked After Children, which is being monitored. The risks, however, will need to be carefully monitored across service areas.

## **5 STAFFING IMPLICATIONS**

Of those proposals put forward, several have staffing implications arising from staff restructures or service redesign. Where there are staffing implications for a third party, the Council will work with the third party organisation to ensure that the equality implications are understood and appropriate steps taken to minimise any adverse impacts.

To mitigate against staff redundancies, a number of the proposals will achieve a reduction through giving up vacant posts or through natural turnover. In these cases, it is considered that there will be no impact on characteristic groups.

For proposals where there is a reduction in the number of posts and redundancy implications, a meaningful assessment on the equality impact is not possible at this stage as no individuals and therefore protected characteristics have been identified for assessment.

Equality Impact Assessments in these cases will be carried out closer to the time of the start of the restructure. It should also be noted that where proposals do involve a reduction in FTE posts, in all cases these are less than 5 in number.

As further proposals which impact staff are developed further equality analysis will be undertaken.

## **Appendix C(v): Individual Equality Analyses of Budget Proposals**

This document:

- outlines the equality implications of individual budget proposals for 2020/21 and 2021/22 – 2022/23.on equality and socio-economic groups;
- sets out the mitigating factors and monitoring arrangements put in place;
- informs the equalities implications section in the Budget and Council Tax report for proposals relating to 2020/21 and 2021/22 – 2022/23.

The equality analyses in this report are subject to change in response to alterations to any of the individual budget proposals.

## **Summary of 2020/21 budget proposals**

The table below sets out the equalities analysis for individual savings proposals for 2020/2021 against each service area:

Service Area	Index	Description	Full EA completed	Page no.
CWB	CWB001	Public Health re-commissioning – substance misuse	No	6
CWB	CWB003	Public Health re-commissioning - cease untargeted smoking cessation	Yes	7
CWB	CWB015	Adult Social Care re-commissioning – Homecare	Yes	13
CWB	CWB016	Adult Social Care re-commissioning - Placement review	Yes	27
CWB	CWB017	Adult Social Care re-commissioning - Day care	Yes	33
CWB	CWB018	Adult Social Care re-commissioning - Prevention contracts	No	39
CWB	CWB021	Housing Association Lease Scheme	Yes	40
REG	R&E001	Dimming street lights	No	54
REG	R&E004	Building control	No	56
REG	R&E008	Wembley licensing	No	57
REG	R&E018	Regeneration & Environment staffing efficiencies	No	59
CYP	CYP004	WLA Shared Fostering Service	Yes	61
CYP	CYP008	Children's centres	Yes	66
PPP	PPP001	Reducing voluntary sector grants	Yes	75
PPP	PPP003	Restructure of communications, conference & events department	No	83
CDS	RES003/ RES004	Customer services service modernisation, more digital	Yes	85
CDS	RES005	Customer services	No	92

LHRAI	RES001	Legal savings - Demand management	No	94
Council Tax	N/A	Overall Council Tax increase of 3.99%	Yes	96

### **Summary of 2021/22 – 2022/23 budget proposals**

The table below sets out the equalities analysis for individual savings proposals for 2021/22 – 2022/23 against each service area:

Service Area	Index	Description	Full EIA conducted	Page no.
CWB	2021-23 CWB 001	Improved Reablement offer	No	104
CWB	2021-23 CWB 003	Placement Review	Yes	109
CWB	2021-23 CWB 004	Deprivation of Liberty Safeguards (DoLS) provision	No	114
CWB	2021-23 CWB 005	Community Care recommissioning	Yes	120
CWB	2021-23 CWB 006	Properties to relieve Temporary Accommodation	Yes	125
CWB	2021-23 CWB 013	New Accommodation for Independent Living (NAIL)	No	130
CYP	2021-23 CYP 001	Clawback of unused Direct Payments	Yes	132
CYP	2021-23 CYP 002	Short Break Centre	Yes	137
CYP	2021-23 CYP 003	Adjusting resources in demand led budgets	Yes	143
CYP	2021-23 CYP 004	CYP cross-service	Yes	149
CYP	2021-23 CYP 005	Increased income target for the Gordon Brown Centre	Yes	153
CYP	2021-23 CYP 006	10% saving on commissioning	Yes	159
R&E	2021-23 R&E 001	General Efficiencies across R&E	No	165
R&E	2021-23 R&E 002	Lighting Maintenance	No	170
R&E	2021-23 R&E 003	Schemes/Drainage fees	No	174

R&E	2021-23 R&E 004	Damage Cost Recovery	Yes	179
R&E	2021-23 R&E 005	Building Control Fees Review	No	184
R&E	2021-23 R&E 006	Brent Transport Services move	Yes	189
R&E	2021-23 R&E 007	Pre-app service; review basic and enhanced offer	No	193
R&E	2021-23 R&E 009	Apprenticeship levy commercial offer	Yes	199
R&E	2021-23 R&E 011	Facilities Management contract review	Yes	204
CDS	2021-23 CDS 001/2	ICT Client and Application support - Income generation	No	209
CDS	2021-23 CDS 003/5	ICT Client and Application support - Printing Costs & Oracle changes budget	No	214
CDS	2021-23 CDS 004	ICT Client and Application support - Salaries	Yes	219
CDS	2021-23 CDS 006	Merger of Housing and BCS contact centre	Yes	223
CDS	2021-23 CDS 007	Reduction in Postal Costs	Yes	229
CDS	2021-23 CDS 008	Savings from new Council Tax Support scheme	Yes	234
CDS	2021-23 CDS 009	Increased automation in Customer Services	Yes	239
CDS	2021-23 CDS 010	Replace IEG (on line benefits form)	Yes	244
CDS	2021-23 CDS 011	Staffing efficiencies in Customer Services	Yes	249
CDS	2021-23 CDS 012	Transformation - Staffing efficiencies	No	255
CE	2021-23 CE 001/2/3	Efficiency savings within Legal, HR, Audit & Investigations/Finance/ Assistant Chief Executive	No	257

## **2021/22 budget proposals**

### **Community Wellbeing**

#### **CWB001 Public Health re-commissioning**

Initial Equality Impact Analysis screening:

<b>Reference:</b>	CWB001
<b>Service(s):</b>	Public Health
<b>Lead Member(s):</b>	Cllr Hirani

<b>Savings Proposals:</b>	Savings to be delivered over the lifetime of a new contract following service redesign and re procurement of substance misuse
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### **Financial and Staffing Information**

<b>2018/19</b>	
<b>Total budget for the service(s) £'000:</b>	4,100
<b>Total post numbers in the services(s) (FTE):</b>	NA commissioned service

	<b>2019/20</b>	<b>2020/21</b>
	£'000	£'000
<b>Proposed saving:</b>	100	150
	FTE	FTE
<b>Proposed staffing reduction</b>	NA commissioned service	NA commissioned service

### **Proposed savings**

Substance misuse services were redesigned and re-procured during 17/18 with a lead provider and a new service model being put in place from 1/4/18 resulting in savings over the life of the contract

### **How would this affect users of this service?**

Service users were closely involved in the redesign of the service and in the evaluation of tenders. A change in lead provider has been unsettling for some users but they have been kept informed and involved and close attention paid to maintaining outcomes

Following a period of transition we expect service user experience and outcomes to be improved

### **Key milestones**

The work to achieve these savings has been carried out

### **Key consultations**

None required – as contract is in place to deliver savings

### **Key risks and mitigations**

Close contract management to ensure new service model is implemented faithfully and to maintain high performance

These savings are within a ring fenced grant.

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	N
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	NO
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Melanie Smith
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No update to CWB001 as of 06/12/2019 – information provided by Melanie Smith, Director of Public Health.

### **CWB003 Cease untargeted smoking cessation**

#### **EQUALITY ANALYSIS (EA)**

<b>POLICY/PROPOSAL:</b>	Savings Proposal
<b>DEPARTMENT:</b>	Community and Wellbeing - Public Health
<b>TEAM:</b>	Stop Smoking Service

<b>LEAD OFFICER:</b>	Janice Constance and Clementine Djatmika
<b>DATE:</b>	24/12/2018

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

The proposal is to cease untargeted smoking cessation and retain the stop smoking service for mental health service users and pregnant women. Intended results is to make the service more cost-efficient.

2. Who may be affected by this policy or proposal?

In 17/18, 1143 smokers were supported to quit by public health commissioned services. Smokers who wish to quit would lose access to free nicotine replacement therapy and to face to face support.

NRT would still be available to purchase or on prescription. On line and telephone support would be available, provided by the London Smoking Cessation Transformation Project.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

The revised service will advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it. For example those who are pregnant or those with a disability, i.e. mental health service users. Service outcome is designed to lower inequalities in smoking related outcomes in those with protected characteristics. For example those who are pregnant or those with a disability, i.e. mental health service users.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race	X		

Disability	<b>X</b>		
Sexual orientation		<b>X</b>	
Gender reassignment		<b>X</b>	
Religion or belief		<b>X</b>	
Pregnancy or maternity	<b>X</b>		
Marriage		<b>X</b>	

5. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?	<b>X</b>	
Does the policy or proposal relate to an area with known inequalities?	<b>X</b>	
Would the policy or proposal change or remove services used by vulnerable groups of people?		<b>X</b>
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	<b>X</b>	
<b>If you have answered YES to ANY of the above, then proceed to section B.</b>  <b>If you have answered NO to ALL of the above, then proceed straight to section D.</b>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

<p><b>Disability:</b> People with disabilities who may also have mental health problems especially those with drug and alcohol problems are more likely to smoke than general population and less likely to quit without support.</p> <p><b>Race:</b> Some BME groups have higher smoking rates than average (e.g. Bangladeshi, Arab, Turkish and some Eastern Europeans).</p> <p>Some groups such as the South Asian population will have lower smoking rates, however have an increased rate with the use of other tobacco products such as shisha and chewing tobacco.</p> <p><b>Pregnancy and Maternity:</b> The impact of smoking during pregnancy on maternal and foetal health is significant in terms of morbidity, mortality, long term infant health</p>
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and healthcare costs. The smoking status at time of delivery in 2016/17 was 3.2%, this equates to 146 women smoking at time of delivery (fingertips).

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

<b>AGE</b>	
<b>Details of impacts identified</b>	Not Applicable
<b>DISABILITY</b>	
<b>Details of impacts identified</b>	<p>The stop smoking service will be targeted to mental health service users. This will:</p> <ul style="list-style-type: none"> <li>• Increase available support and resources to aid in smoking cessation</li> <li>• Service will be tailored to the needs of this vulnerable group</li> </ul>
<b>RACE</b>	
<b>Details of impacts identified</b>	<p>The stop smoking service will be targeted to chewing tobacco/shisha service users. This will:</p> <ul style="list-style-type: none"> <li>• Increase available support and resources to aid in smoking cessation</li> <li>• Service will be tailored to the needs of this targeted group</li> </ul>
<b>SEX</b>	
<b>Details of impacts identified</b>	Not Applicable
<b>SEXUAL ORIENTATION</b>	

<b>Details of impacts identified</b>	Not Applicable
<b>PREGANCY AND MATERNITY</b>	
<b>Details of impacts identified</b>	<p>The stop smoking service will be targeted to pregnant service users. This will:</p> <ul style="list-style-type: none"> <li>• Increase available support and resources to aid in smoking cessation</li> <li>• Service will be tailored to the needs of this targeted group</li> </ul>
<b>RELIGION OR BELIEF</b>	
<b>Details of impacts identified</b>	Not Applicable
<b>GENDER REASSIGNMENT</b>	
<b>Details of impacts identified</b>	Not Applicable
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
<b>Details of impacts identified</b>	Not Applicable

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

None identified

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

None identified

5. Please detail any areas identified as requiring further data or detailed analysis.

None identified
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6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

None identified
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7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

- |  |
|--|
| <ul style="list-style-type: none"> <li>• Continuous feedback received from the community,</li> <li>• Recording demand for service</li> <li>• Data analysis from Midwifery and mental health services and service users.</li> </ul> |
|--|

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

As above.
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## SECTION D – RESULT

<i>Please select one of the following options. Mark with an “X”.</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>X</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date
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## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

<b>OFFICER:</b>	Janice Constance and Clementine Djatmika
<b>REVIEWING OFFICER:</b>	John Licorish
<b>HEAD OF SERVICE:</b>	John Licorish

Adult Social Care re-commissioning - Homecare CWB015

## EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	Procurement of Homecare Services
<b>DEPARTMENT:</b>	Adult Social Care
<b>TEAM:</b>	Commissioning, Contracts & Market Management
<b>LEAD OFFICER:</b>	Andrew Davies
<b>DATE:</b>	

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

<p>The proposal that is the subject of the equalities analysis is a fundamental review and remodelling of homecare services for the borough.</p> <p>The review was required because the quality and reliability of current homecare in the borough is variable both at provider and individual service user level. There are a large number of providers in the borough and this impacts negatively on the council's ability to develop close working relationships. There is also a significant and an ongoing capacity issue within the borough related to the 'churn' and retention of the homecare workforce and reduced control over costs and expenditure.</p> <p>The proposed new service model will not remove services, but it will change the way services are delivered and will place greater emphasis on a personalised outcomes based approach.</p>
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The new service model is expected to deliver improved quality of service provision, improved service user experience, provide a better grip on pricing and expenditure and establish more productive working relationships with providers.

As a result the council and providers will be better able to meet both needs and the expressed preferences of service users.

Proposed changes include:

- A reduction in the overall number of homecare agencies as compared with those contracted through the WLA framework and through individual spot contracts
- A Zone/Patch based approach, which will ensure that providers have a deep knowledge of the areas they work in and are able to work closely with key partners such as GPs
- Development of a sustainable market for home care provision
- Measurable improvement in the provider's ability to deliver support in an enabling outcomes based approach
- Measurable improvement in the quality of services and consistency of care
- Measurable improvement in the service user's experience of receiving services
- Better grip on pricing and expenditure
- The council is committed to paying an hourly rate that will enable providers to pay the London Living Wage.

## 2. Who may be affected by this policy or proposal?

Those affected by the proposal are:

- Residents receiving, or likely to receive home care services;
- Family carers;
- Providers of home care services and their staff.

It should be noted that the nature of impact of the proposed changes is expected to be mainly positive.

## 3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes.

The very nature homecare services means that they are targeted at, and are disproportionately accessed by, vulnerable adults and children who are also more likely experience multiple disadvantage due to their age and disabilities / health conditions.

Additional disadvantages may also be experienced due to socio-economic inequalities such as fuel poverty, social isolation and economic deprivation.

4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age	X		
Sex		X	
Race	X		
Disability	X		
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		X	

5. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?	X	
Does the policy or proposal relate to an area with known inequalities?	X	
Would the policy or proposal change or remove services used by vulnerable groups of people?	X	
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	X	
<p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

### Engagement Activity

An engagement plan was created from the start of the review, which included detailed activities to specifically involve a wide range of individuals who would be affected by the proposed changes. Engagement activities included: service user telephone interviews and workshops; care provider surveys and workshops; care worker engagement surveys; and consultations with internal staff and external providers. A detailed analysis of the profile of homecare and reablement service users will be undertaken and used to monitor the different needs of service users across the borough.

Three task and finish groups, which included representatives from provider organisations, were also set up to focus on Operational Change, Workforce Development and Technology. The aim of these groups was to identify how homecare provision in Brent could be improved.

Further engagement was undertaken prior to finalising the proposed service model. This consisted of face to face and telephone interviews of service users and a workshop session with carers. The review results of the additional engagement reflected the results of earlier engagement results.

### Key Finding from Engagement Activities

Consistent themes from the engagement activity and data analysis have been used to develop the service model and service specification. These include:

- Having the same carer
- Carers turning up on time
- Being able to contact the agency
- Having a carer of a specific gender and or a carer who understands service user religious or cultural needs
- Better communication between the council and the provider and between the provider and the service user
- The provider having a better knowledge of the area they work in – this will help reduce travel time and enable the provider to work closely with local partners such as GPs
- Better workforce planning, certainty around hours for care workers improving recruitment and retention
- Better training for carers employed by providers

### Data Analysis

Data used in this assessment largely came from the B13 Reports and is based on the total number of homecare or reablement packages of care open on Mosaic as of the 31<sup>st</sup> September 2017. Please note that the total number of open homecare or reablement packages of care may not reflect the total number of individual service users receiving a home care or reablement service as some service users may have

more than one package of care, for instance in the case of two carers being required for a call.

Further B13 reports have been produced throughout the development of the model. The data contained within this document reflects the detailed 2017 data upon which the model was based and provides some comparisons with high level data from additional reports.

Relevant information from the data analysis is set out in individual sections of the documents.

### Other Considerations

#### Cultural

Given the diversity of the borough, due consideration has also been given to the specific needs of service users from BAME backgrounds and faith groups, as well as the specific needs of LGBT adults.

#### IMD

By its very nature homecare and reablement services are targeted at, and disproportionately accessed by, vulnerable adults who are also more likely experience multiple disadvantage. The percentage of homecare and reablement service users within each ward was analysed in tandem with wider Brent indicators of deprivation including health and income. Whilst these indicators may not be protected characteristics, they helped the council understand the needs requirement of service users and any external factors influencing their circumstance.

There was only a slight positive correlation (0.337) between percentage of homecare and reablement service users (ranked by ward) and the levels of deprivation (ranked by ward), (see figure 27). Although this indicates that level of deprivation has little influence on the number homecare and reablement service users, the wards of Stonebridge, Harlesden and Willesden Green are all ranked in the top 5 most deprived wards in the borough (1, 2 & 4 respectively) and correspondingly had the same ranked position for percentage of service users per ward. As such it highlights an increased level of need within these three areas particularly due to higher levels of deprivation. This information will be taken into consideration for any final recommendations of the review.

Furthermore, as stated in the Brent Council's 2019 - 2023 Equality Strategy, there is a recognition that an individual's health has influence on their needs and life outcomes. There is a positive correlation (0.606) between self-reporting of Bad or Very Bad health in the Brent population by ward and the percentage of homecare and reablement service users (see figure 14). In only three instances (Brondesbury Park, Dollis Hill and Kilburn) there is a larger than 1% difference which suggests that wards with increased self-reporting of bad or very bad health does correspond to that

wards levels of need within homecare and reablement. This information will be taken into consideration for any final recommendations of the review.

### Family Carers

Family carers may also be impacted by the proposals. Nearly 9% of Brent's residents provide some form of unpaid care, and in the decade between 2001 and 2011 there has been an overall increase in unpaid carers in Brent, with 26,600 residents providing one hour of care or more on a weekly basis, and nearly 1,600 people providing care of between 20 and 49 hours a week, and 1,312 providing care of 50 hours or more per week in the borough<sup>1</sup>. In 2017/18 there were 5536 carers registered with Brent Carers Service, estimated to be around 20% of the total carers population in Brent. The review has aimed to include the opinions of family carers where possible.

### Care Workers

Skills for Care estimate that 30% of care works in Brent are on zero hours' contracts, higher than the England average at 24% but lower than the London average of 37%. It is estimated that 57% of care workers in Brent are employed on a full time basis with 18% employed on a part time basis and 26% of care works having no fixed hours. The homecare and reablement review is taking this into consideration and looks to benefit care workers within Brent by changing interaction with providers.

The above will be reinforced by a review on the rates of pay seen in Brent. According to Skills for Care, the average hourly rate for care workers in Brent is £8.28, which is slightly lower than the London average of £8.31. However, the average hourly rate is higher in Brent than the neighbouring councils of Barnet (£8.06), Ealing (£7.90) and Harrow (£8.07). The homecare and reablement review aimed to understand if transport is incorporated into this hourly rate and to promote all providers to be paying the minimum of National Living wage with the view to work towards paying the London Living Wage.

2. For each "protected characteristic" provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state "not applicable".

AGE	
<b>Details of impacts identified</b>	<u>Service Users</u>
	Brent has a young population with a median age of 35, five years below the national average. 12.1% of the population are over 65. However, the population is aging, it is predicted that the number of residents aged over 65 is expected to increase by two thirds by 2028 – an additional 26,000 older residents.

<sup>1</sup> Brent JSNA 2014

	<p>21% of the population are children (under 16) and this is expected fall to 19% by 2038.</p> <p>In comparison in 2017 and 2018 89% of homecare service users were over 65. Figure 3 shows a closer ward by ward comparison of age. Any changes made to homecare will impact the elderly population of Brent far greater than any other age bracket. The wards with an older population may be disproportionately affected compared to other areas in the borough.</p> <p>Consideration has been given to the distribution of homecare and reablement service users across the wards within the borough (see figure 13). Homecare and reablement service users are fairly evenly distributed across the borough, with the average percentage distribution across all wards being 4.55% when including the service users with no ward information, and being 4.72% when removing them. The highest percentage of service users are found in Stonebridge with the lowest percentage of service users residing in Queens Park.</p> <p><u>Care Workers</u></p> <p>The average age of care workers in Brent is reported to be 45, with 6% of care workers aged under 24, with 23% aged over 55. The age demographic of Brent's workforce is therefore in line with our neighbouring councils of Harrow (44), Barnet (45) and Ealing (44).</p> <p><u>Action</u></p> <p>This review has taken into account the demographic make-up in relation to the age of service users and care workers when considering the final recommendations and the development of the service model and specification.</p> <p>Particular focus has been placed on ensuring that factors relating to age, percentage of service users in a ward and areas of multiple deprivation have been considered when developing the Zones for lead providers across the borough. For instance, Stonebridge and Harlesden wards are ranked as the top two most deprived wards in the borough and are also the top two for percentage of service users. As a result, these wards are each in a Zone of their own, whereas other Zones contain two wards each. This means that lead providers for these wards can focus on the specifically on one area.</p> <p>In addition, in recognition of specialist nature of the services required by child service users and their families, the service model includes 4 specialist children's homecare providers. Two working the west of the borough and two in the east.</p>
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	<p>The implementation will only happen following consultation with individual service users and unless the council is satisfied that the provider has the staff and infrastructure in place to meet the needs of the service user.</p> <p>Continued consultation with internal and external stakeholders, service users, family carers and providers will help alleviate the possibility of currently unidentified negative impacts occurring.</p>
<b>DISABILITY</b>	
<b>Details of impacts identified</b>	<p>More than half of all residents in Brent aged over 65 have a long term disability compared with 3% of Children and 16% of those aged between 16 &amp; 64.</p> <p>86.52% of homecare and reablement service users have 'Physical Support' as their primary service user group (see figure 19). Within 'Physical Support', 69.32% of service users receive a package of care under the Older Persons Service (OPS) (see figure 16).</p> <p>A ward breakdown by service types has been conducted: Learning Disability (LD), Mental Health (MH), Older Person Service (OPS), Physical Disability (PD) and reablement (see figure 21 – 26).</p> <p><u>Action</u></p> <p>This data has been looked at in tandem with GP localities and existing care providers within the borough to ensure service users have sufficient access to relevant care (see figures 15 – 18).</p> <p>This review has taken into account the information relating to disability when considering the final recommendations and the development of the service model and service specification. For instance, the model sets out the need to have specialist providers for Learning Disabilities, Mental Health and Children. Lead providers in each of the Zones in the borough will specifically focus on services for older people with physical disabilities. The specification places the person at the centre of support planning and risk assessment focussing on the outcomes they want to achieve. It aims to ensure that they have the right support at the right time to live well with their particular conditions. Providers will need to ensure that staff have received the appropriate training relating to the specialism they are working within and the specific needs of the clients they are working with.</p> <p>The implementation will only happen consultation with individual service users and unless the council is satisfied that the</p>

	<p>provider has the staff and infrastructure in place to meet the needs of the service user.</p> <p>Continued consultation with internal and external stakeholders, service users, family carers and providers will help alleviate the possibility of currently unidentified negative impacts occurring.</p>
<b>RACE</b>	
<b>Details of impacts identified</b>	<p>In 2017 32.31% of homecare and reablement service users were White, with 28.43% of service users being Asian or Asian British, and 25.1% of service users being Black or Black British. There is a higher percentage of Black or Black British homecare and reablement service users than in the wider Brent population, with individuals identifying as White, Asian or Asian British and Mixed, Multiple or Other having a lower percentage representation within service users than in the wider Brent population (see figures 4 to 9). The review took this information, and any implications it may have, into account when developing recommendations.</p> <p>In 2018 36% of homecare users were White while, 26% Asian or Asian British, 24% &amp; Black or Black British. The percentage of Black or Black British service users remains higher than the wider Brent population</p> <p>Unfortunately, there is no data outlining the ethnicity for 11.44% homecare and reablement service users (see figures 7 &amp; 9). Therefore, there is an unknown element for a proportion of service users that the review cannot fully take into consideration which may lead to negative implication. However, the review looks to improve the service and, in turn, improve service users' experiences. We will also look at systems, such as the use of Care Place to improve the collection of data.</p> <p><u>Care Workers</u></p> <p>Skills for Care analysis indicates that Brent has an estimated 61% of care workers of British nationality, 11% from within the EU and 28% outside the EU. Brent had a higher percentage of care workers of British nationality than the neighbouring councils of Barnet (42%) and Harrow (55%) respectively, with similar rates to Ealing (60%). All four councils had a greater reliance on non-EU workers than EU workers.</p> <p><u>Action</u></p>

	<p>This review has taken into account the demographic make-up, cultural and language needs of service users and the demographic make-up of care workers when considering the final recommendations and the development of the service model and specification.</p> <p>For instance, the service specification requires providers place the person at the centre of support planning responding to individual needs and desired outcomes. Providers are also required to respond to future demographic changes.</p>
<b>SEX</b>	
<b>Details of impacts identified</b>	<p>Although the effect of the review is presumed to be neutral on the sex of homecare and reablement service users, it is important to note that in 2017 and 2018 there is a greater percentage of female than male service users. In 2017 59.06% of service users were women, in comparison with the wider Brent population of 50.3%. (see figure 1 &amp; 2)</p> <p>In 2018 58% of services users were female and 41% male.</p> <p><u>Action</u></p> <p>This review has taken into account the demographic make-up, of service users and the demographic make-up of care workers when considering the final recommendations and the development of the service model and specification.</p>
<b>SEXUAL ORIENTATION</b>	
<b>Details of impacts identified</b>	<p>Not known. There is no recorded information on the sexual orientation of homecare and reablement service users. We will also look at systems such as the use of Care Place to improve the collection of data.</p> <p><u>Action</u></p> <p>The service model and specification will ensure that the council and its contracted providers aim to provide LGBT-inclusive services.</p>
<b>PREGNANCY AND MATERNITY</b>	
<b>Details of impacts identified</b>	<p>This protected characteristic of pregnancy does is not specifically applicable to this service.</p> <p><u>Action</u></p>

	The service model and specification will ensure that the council and its providers provide an inclusive service.
<b>RELIGION OR BELIEF</b>	
<b>Details of impacts identified</b>	<p>Unfortunately, there is no recorded information on the religion or belief of homecare and reablement service users.</p> <p><u>Action</u></p> <p>The service specification will ensure that the council and its contracted providers provide culturally and religiously sensitive services, wherever possible.</p> <p>For instance, the service specification requires providers to take a person centred approach will be taken to care and support planning. This will include the ability to specify the gender of those who support them and religious practices that may be taken into account when providing care.</p> <p>We will also look at systems such as the use of Care Place to improve the collection of data.</p>
<b>GENDER REASSIGNMENT</b>	
<b>Details of impacts identified</b>	<p>Not known. There is no recorded information on the gender identity of homecare and reablement service users.</p> <p><u>Action</u></p> <p>The service specification will ensure that the council and its contracted providers will aim to provide LGBTQ+ inclusive services.</p> <p>We will also look at systems such as the use of Care Place to improve the collection of data.</p>
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
<b>Details of impacts identified</b>	<p>There is no recorded information on this protected characteristic.</p> <p><u>Action</u></p> <p>The service specification will ensure that the council and its contracted providers will aim to provide an inclusive services</p>

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Participants in engagement initiatives were, as far as possible, representative of the people who will be affected by the proposals.

An engagement plan was created from the outset of the review, detailing proposed initiatives to actively involve all individuals affected. The initiatives included: service user telephone interviews and workshops; care provider surveys and workshops; care worker engagement surveys; and consultations with internal staff and external providers. A detailed analysis of the profile of homecare and reablement service users has been undertaken and used to monitor the different needs of service users across the borough.

Three task and finish groups were also set up to specifically focus on Operational Change, Workforce Development and Technology. Working with providers the aim of these groups was to identify the quality of homecare provision in Brent could be improved and person centred outcomes achieved.

A care worker survey was developed and circulated to all contracted care provider agencies in the borough. Pay, training and security were highlighted as issues.

To test that the emerging service model, further engagement was undertaken toward the end of the process. This consisted of face to face and telephone interview with service users, a workshop sessions focused of carers and further provider tenement forums.

No further engagement is required prior to the model being implemented. However, ongoing engagement will be required during the implementation period and beyond to ensure the anticipated improvement in quality is sustained and equalities implications are monitored. This will also be achieved via the performance and quality framework set out in the specification.

5. Please detail any areas identified as requiring further data or detailed analysis.

N/A

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

No further action plan required at this stage. All of the issues identified above have been address during the development of the service model and service specification.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

The Service Specification and associated Schedules include

- A Quality Assurance Framework,
- An Outcomes Framework and
- A Performance Management Framework.

To support these, providers must use the council specified Electronic Call Monitoring (ECM) system. This will provide real time information to ensure service users receive the care they need at the correct time.

The use of CarePlace, an electronic brokerage system, will also be mandatory for providers. This will enable the council and providers to respond to new service users and changes to service user needs more quickly. It will also provide contract monitoring information and equalities monitoring information.

In addition, a team of Placement Relationship Officers will monitor the contract and the quality of service provision. They will undertake regular provider audits, which will include face to face discussions with service users, deal with complaints with the aim of preventing escalation and participat in safeguarding investigations.

Placement Relationship Officers will develop and deep and ongoing relationship with providers making recommendations for improvement and monitoring the implementation of those recommendations.

Ongoing service user engagement will take place during the implementation period and beyond.

A regular Brent Provider Forum will be held all providers will be invited to attend. The Provider Forum will encourage the sharing of good practice and develop an agenda that will focus on quality and improvement. This will include speakers and workshops that focus on current issues, common challenges and emerging issues including those relating to equalities.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

Equalities issues have been taken into account throughout the review and have been a key focus in the development of the new service model and service specification.

Where identified, negative impacts have been addressed within the model and specification. Positive impacts of the proposed model have been enhanced where possible. An example of this is the focus placed on specialist providers and the way the Zones have been developed.

The main changes to the homecare service model have been set out below:

- A move away from a Brent wide, generic service to a patch based model aligned to the 13 Primary Care Networks for the delivery of service for Older People and Physical Disabilities (details of patches is set out at Appendix 1). Each patch would have a lead provider and a support provider who would be required to deliver at least 80% of all of the hours in the patch. The remaining hours would be delivered by providers from an approved provider list, allowing smaller providers who do not have the capacity to deliver the required volume of hours in any patch to also continue to deliver work for Brent and will also provide a degree of market assurance and allow us to retain enough providers to cover any market failure issues.
- For 'specialist' care groups, where there is not enough demand to allow for a split into 13 patches, we are proposing two patches. For reablement and children's services the proposal is to work on two patches covering the borough, with four lead providers for each service type. For learning disabilities and mental health services, the plan is to have two patches, with two lead providers for each service type.
- Whilst providers will be able to bid for as many services as they wish, they will only be awarded a maximum of:
  - Up to two older people / physical disability zones
  - One older people / physical disability zone and one of the children's, reablement, LD and MH or dementia zones
  - Providers will only be the lead provider for one of the children's, reablement, LD and MH zones – they will not be awarded two of these zones.
- This model has the benefit of allowing providers to develop relationships with a smaller group of GP practices, less travel time and security around the number of hours to be delivered allowing for longer term workforce planning for providers. This should also result in a smaller number of providers, allowing for better contract monitoring and better training and support for carers.
- Consistency of care worker is something that the council and care providers are committed to, and it will be included as an element in performance and contract monitoring schedules. As part of the re-procurement provider will be asked to commit to providing a small pool of named care workers for each service users, and commit to these named workers being the people who deliver care to the service user for the lifespan of the contract (wherever possible).
- The council has committed to paying an hourly rate that allows workers to be paid at London Living Wage levels.

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>X</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

<b>Action</b>	<b>Expected outcome</b>	<b>Officer</b>	<b>Completion Date</b>
Quality and contract monitoring visits will consider equalities issues	Quality and performance measures are being achieved	Andrew Davies	Ongoing
Aggregated quality monitoring information will be monitored by the HOS and SGAB	Quality and equality issues and identified quickly and action taken	Andrew Davies	Ongoing
Equalities Data will be monitored on a regular basis	Issues are identified and action taken	Andrew Davies	ongoing

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

<b>OFFICER:</b>	
<b>REVIEWING OFFICER:</b>	
<b>HEAD OF SERVICE:</b>	

Adult Social Care re-commissioning – Placement Review CWB016

### EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	Placement Review
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<b>DEPARTMENT:</b>	Adult Social Care
<b>TEAM:</b>	Residential and Nursing Team
<b>LEAD OFFICER:</b>	Andrew Davies, Head of Commissioning, ASC
<b>DATE:</b>	5 <sup>th</sup> December 2019

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

There are currently c. 180 residential or nursing care placements that cost the council over £1,000 per week.

Placements are to be reviewed as part of the NAIL programme, to determine whether people could be moved to less restrictive placements, or whether there is any scope for fee reduction based on need and care provided.

For some service users, they will be supported to move into new placements, better suited to their needs, but that also deliver a financial saving to the council; other placements will be subject to fee negotiation, if the client is unable to move, but where it is felt a fairer price for the service can be negotiated.

2. Who may be affected by this policy or proposal?

Adult Social Care service users living in residential or nursing placements, or high cost supported living placements.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes. All of the people affected by this proposal have a disability, which will need to be taken into account when considering the impact of moving someone to another service. People will not be moved if it is felt that it is not going to be in their best interests or would have a detrimental impact on them because of their disability. The primary aim of moving someone from one placement to another is to move them to a service that better meets their needs that have arisen because of their disability.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race		x	
Disability	X		
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		x	

5. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?	x	
Does the policy or proposal relate to an area with known inequalities?	x	
Would the policy or proposal change or remove services used by vulnerable groups of people?		x
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	x	
<p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p>		

## SECTION B – IMPACTS ANALYSIS

6. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

ASC keeps up to date records of all placements in residential, nursing and supported living services, the cost of those placements and the primary disability for the person in those services. This has enabled us to identify the high cost placements to focus our review work on, as well as those placements to target for price negotiation where it has been identified that it would not be in the individual best interests to move placement.

7. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

<b>AGE</b>	
<b>Details of impacts identified</b>	None
<b>DISABILITY</b>	
<b>Details of impacts identified</b>	The proposal will have an impact on disability, in so much that all of the people affected by the proposal are living in a residential or nursing care setting because of their disability. By looking at different options for care in less restrictive settings, the proposal will give people more choice and control over how they receive their care and support and should help to promote independence for those who are able to live in less restrictive settings. Nobody will be moved to another care setting without a review, which will assess their care needs and match those to service best able to meet those needs. If a person cannot be moved, the council will seek to re-negotiate the cost of their existing placement so it better reflects assessed care needs.
<b>RACE</b>	
<b>Details of impacts identified</b>	None
<b>SEX</b>	
<b>Details of impacts identified</b>	None
<b>SEXUAL ORIENTATION</b>	
<b>Details of impacts identified</b>	None

PREGANCY AND MATERNITY	
Details of impacts identified	None
RELIGION OR BELIEF	
Details of impacts identified	None
GENDER REASSIGNMENT	
Details of impacts identified	None
MARRIAGE & CIVIL PARTNERSHIP	
Details of impacts identified	None

8. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

9. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Engagement is done on an individual basis with service users, their families and friends and advocates, rather than wider consultation with all people in services.

10. Please detail any areas identified as requiring further data or detailed analysis.

None.

11. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

N/A

12. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

## SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>x</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

<b>OFFICER:</b>	Andrew Davies, Head of Commissioning
<b>REVIEWING OFFICER:</b>	
<b>HEAD OF SERVICE:</b>	Andrew Davies, Head of Commissioning

Adult Social Care re-commissioning – Day Care CWB017

### EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	Community Care Recommissioning
<b>DEPARTMENT:</b>	Adult Social Care
<b>TEAM:</b>	Community and Prevention Team
<b>LEAD OFFICER:</b>	Andrew Davies, Head of Commissioning, ASC
<b>DATE:</b>	5 <sup>th</sup> December 2019

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Adult Social Care plans to recommission external day care provision, restructuring provision into a new, lower cost model of care and include Public Health outcomes into a new model of delivery.

Day care in Brent is commissioned according to an old fashioned and out of date model. The majority of provision is expensive, building based and does not offer choice and control to service users. Additionally, there is an over provision of traditional day care in Brent, meaning that providers are not transforming their services, and often wish to increase their costs for the Council to make up for low take up of their services.

The commissioning service are working with providers to redesign services into new models of care that supports more choice and control and promotes less building based provision. Public Health outcomes will also be built into the recommissioned service.

2. Who may be affected by this policy or proposal?

Adult Social Care service users that attend day centres, as well as future service users.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes. The majority of people (but not all) who attend day services have a disability, which will need to be taken into account when considering the impact of re-commissioning services. The two main groups of service users are older people and people with a learning disability.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age	X		
Sex		X	
Race		x	
Disability	X		
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		x	

5. Please complete **each row** of the checklist with an “X”.

<b>SCREENING CHECKLIST</b>		
	<b>YES</b>	<b>NO</b>
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?	<b>x</b>	
Does the policy or proposal relate to an area with known inequalities?	<b>x</b>	
Would the policy or proposal change or remove services used by vulnerable groups of people?	<b>x</b>	
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	<b>x</b>	
<b>If you have answered YES to ANY of the above, then proceed to section B.</b>  <b>If you have answered NO to ALL of the above, then proceed straight to section D.</b>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

<p>We have a significant amount of data to inform this work, but it is still being analysed to inform commissioning options. We are looking numbers of service users using day care services, where they live and travel to day care, the disability of individuals and whether they need transport to attend services. Ethnicity of service users is also being analysed, to inform decisions around cultural sensitive in commissioning services, and whether we should continue to commission culturally specific services.</p>
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6. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

<b>AGE</b>	
<b>Details of impacts identified</b>	<p>Older people will continue to be significant users of day services, but the plan will be to broaden the offer to them so that services are better tailored to need. Options are still to be developed, but options for older people will continue to be central to the ASC offer.</p>

<b>DISABILITY</b>	
<b>Details of impacts identified</b>	ASC commissions day services for people with disabilities, and this project is designed to commission services that meet the needs of people in the service now, but also identifying and commissioning services for future service users. There will be changes to services, but people with disabilities will be consulted and involved in the co-design of services, so that they have an input into design and commissioning.
<b>RACE</b>	
<b>Details of impacts identified</b>	None
<b>SEX</b>	
<b>Details of impacts identified</b>	None
<b>SEXUAL ORIENTATION</b>	
<b>Details of impacts identified</b>	None
<b>PREGANCY AND MATERNITY</b>	
<b>Details of impacts identified</b>	None
<b>RELIGION OR BELIEF</b>	
<b>Details of impacts identified</b>	None
<b>GENDER REASSIGNMENT</b>	

<b>Details of impacts identified</b>	None
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
<b>Details of impacts identified</b>	None

7. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

8. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Engagement is done on an individual basis with service users, their families and friends and advocates. Further engagement will also be undertaken as proposals are developed – they will need to be consulted on.

9. Please detail any areas identified as requiring further data or detailed analysis.

None.

10. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

N/A

11. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

Ongoing consultation and engagement with service users, families and staff.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired

outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

We do not anticipate any negative impacts on equalities considerations as a result of this project. Inevitably with change, particularly where it involves longstanding standing services that haven't changed in many years, people will not necessarily be supportive. Much of the work with this project will be focussed on service user engagement so that people input into the changes and are well informed before they take place. But, there is no plan to change the proposal because of equalities considerations.

## SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>x</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

<b>OFFICER:</b>	Andrew Davies, Head of Commissioning
<b>REVIEWING OFFICER:</b>	
<b>HEAD OF SERVICE:</b>	Andrew Davies, Head of Commissioning

#### Adult Social Care re-commissioning - Prevention Contracts CWB018

<b>Reference:</b>	CWB018
<b>Service(s):</b>	Prevention Contracts
<b>Lead Member(s):</b>	Cllr Farah, Cllr Hirani

<b>Savings Proposals:</b>	Non statutory ASC services will be specified with public health to include a stronger focus on prevention and health promotion.
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#### Financial and Staffing Information

2018/19	
<b>Total budget for the service(s) £'000:</b>	<b>200</b>
<b>Total post numbers in the services(s) (FTE):</b>	<b>0</b>

	2019/20	2020/21
	£'000	£'000
<b>Proposed saving:</b>	200	0
	FTE	FTE
<b>Proposed staffing reduction</b>	0	0

#### Proposed savings

A number of contracts have been identified that have the potential to contribute to public health outcomes through support for preventative services. These services will be re-specified and recommissioned through the PH grant.

#### How would this affect users of this service?

The services will be recommissioned to deliver broader outcomes, ASC required outcomes and public health outcomes, so the impact on service users should be positive. This is a

re-commissioning proposal with an administrative change in budgets and so if there is an impact in services it will be positive.

### **Key milestones**

1. Identify services which could be re-specified and recommissioned to increase their public health impact.
2. Agree Public Health funding suitability with DPH and Finance
3. Re-specify and undertake procurement.
4. Finance to amend budget coding.

### **Key consultations**

None required.

### **Key risks and mitigations**

There is a risk that changes to the use of PH grants will mean the identified contracts cannot be funded. Risk will be mitigated by ensuring that only preventative and PH contracts are identified.

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Helen Woodland
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CWB021 Housing Association Lease Scheme Proposed to introduce a Reasonable Rents policy

## EQUALITY ANALYSIS (EA)

### Proposal 1 - Reasonable Rents

<b>POLICY/PROPOSAL:</b>	Brent Equality Analysis - Introduce a new nominations agreement with Registered Providers
<b>DEPARTMENT:</b>	Community Wellbeing
<b>TEAM:</b>	Housing Needs
<b>LEAD OFFICER:</b>	Omari Gayle
<b>DATE:</b>	24/04/2019

### SECTION A – INITIAL SCREENING

2. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

The Council is working to increase housing supply. This proposal is to offer newly accepted homeless households' accommodation with Assured Shorthold Tenancies (AST) from a Registered Provider (RP) / Registered Social Landlord under the Council's revised allocations scheme (if approved by Cabinet) to end the main homelessness duty.

The Council will work with RPs to nominate homeless families to accommodation with ASTs that the RP will lease from private owners by offering a competitive 'Reasonable Rent'.

This is not currently possible if the accommodation is classified as TA or for homelessness prevention (where Housing Benefit will only cover 90% of the January 2011 LHA rate). It is also not possible for Private Rented Sector Offers (PRSOs) into RP leased accommodation (where HB and Universal Credit (UC) will only pay 100% of the current LHA rate).

However, if an offer of an AST from a Registered Provider / Registered Social Landlord pursuant to Part 6 of the Housing Act 1996 is made in order to end the main homelessness duty or the relief duty, then a Reasonable Rent charged by an RP can be charged and fully reclaimed from HB or UC.

Accommodating households through a Part 6 offer would reduce the number of households living in TA. It should be added that such an offer of accommodation under Part 6 of the Housing Act 1996 must be suitable and affordable for the housing applicant in order to discharge the Council's duty to provide temporary accommodation to accepted homeless households.

In practice, this proposal will be implemented for newly accepted homeless households. Officers have considered the content of the Council's Tenancy Strategy,

which currently recommends to registered providers of social housing grant that the norm for a fixed term tenancy should be five years but with shorter and/or longer periods where appropriate. The council's tenancy strategy is being reviewed and changes thereto will go out for consultation and then submitted to Cabinet for a decision.

### 3. Who may be affected by this policy or proposal?

This proposal may affect homeless households who the council accepts the main homelessness duty to, under homelessness legislation. This means the Council has a statutory duty to secure these households suitable accommodation.

In the past three years, the council has accepted the main homelessness duty to 1,848 households from 01 April 2015 to 31 March 2018. This is an average of approximately 600 per year.

However, since April 2018 the average number of households that the Council has accepted the main homelessness duty to has reduced to an average of 30 households per month or approximately 400 per year, significantly less than previous years due to changes introduced through the Homelessness Reduction Act 2017, which introduced a statutory duty to prevent and relieve homelessness.

### 4. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes, there is relevance to equality and the council's public sector equality duty as within the cohort of people accessing this service some protected groups are over-represented compared to the borough as a whole.

This is due to the criteria through which priority need is established under the relevant legislation: for example, a household may be regarded as being in priority need owing to age, to a physical disability or mental health condition or to pregnancy. It is also an effect of poverty and disadvantage: some ethnic groups, for example Black Africans, are over-represented among homeless households. Black Africans make up 21% of current accepted homeless households compared to 7.9% in the wider borough. (Source: 2016 population from GLA)

### 5. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative

Age		X	
Sex		X	
Race		X	
Disability	X		X
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		X	

6. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?	X	
Does the policy or proposal relate to an area with known inequalities?	X	
Would the policy or proposal change or remove services used by vulnerable groups of people?	X	
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	X	
<p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p>		

## SECTION B – IMPACTS ANALYSIS

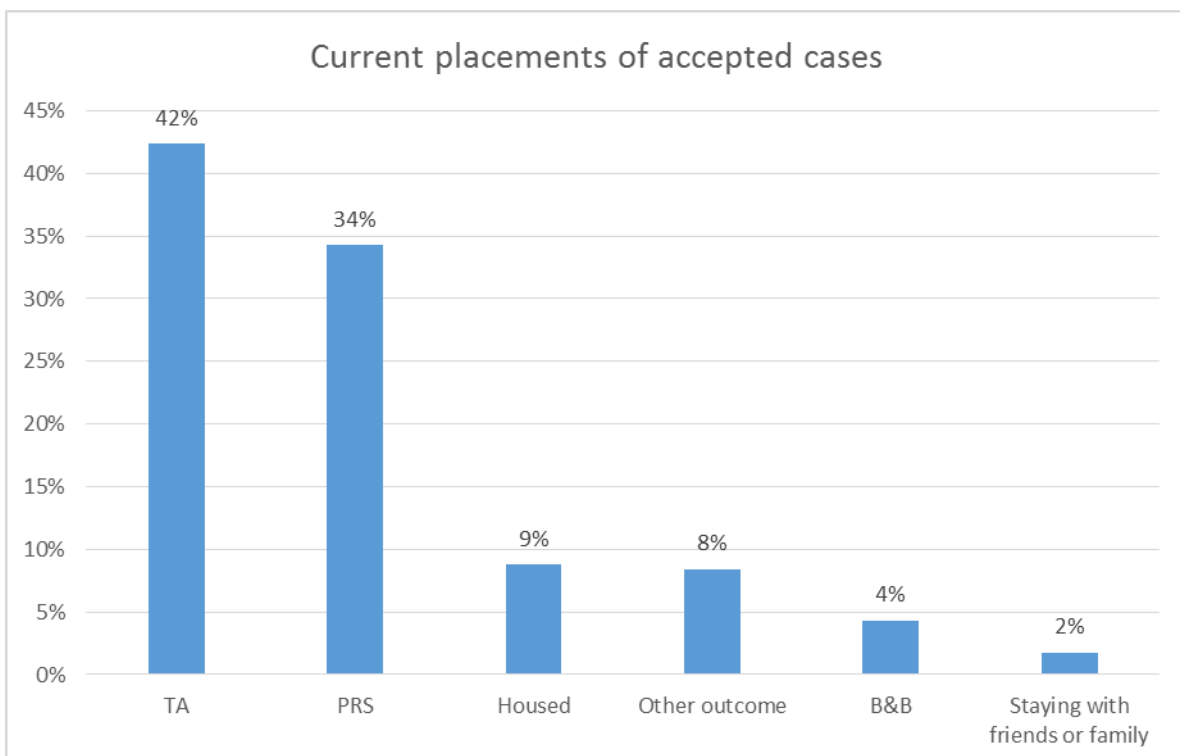
12. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

<p>To evaluate the impact of this proposal, we have analysed the 1,848 homeless households where the main homelessness duty has been accepted for the previous</p>
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three financial years (April 2015 – March 2018) and assessed their current placements based on their protected characteristics.

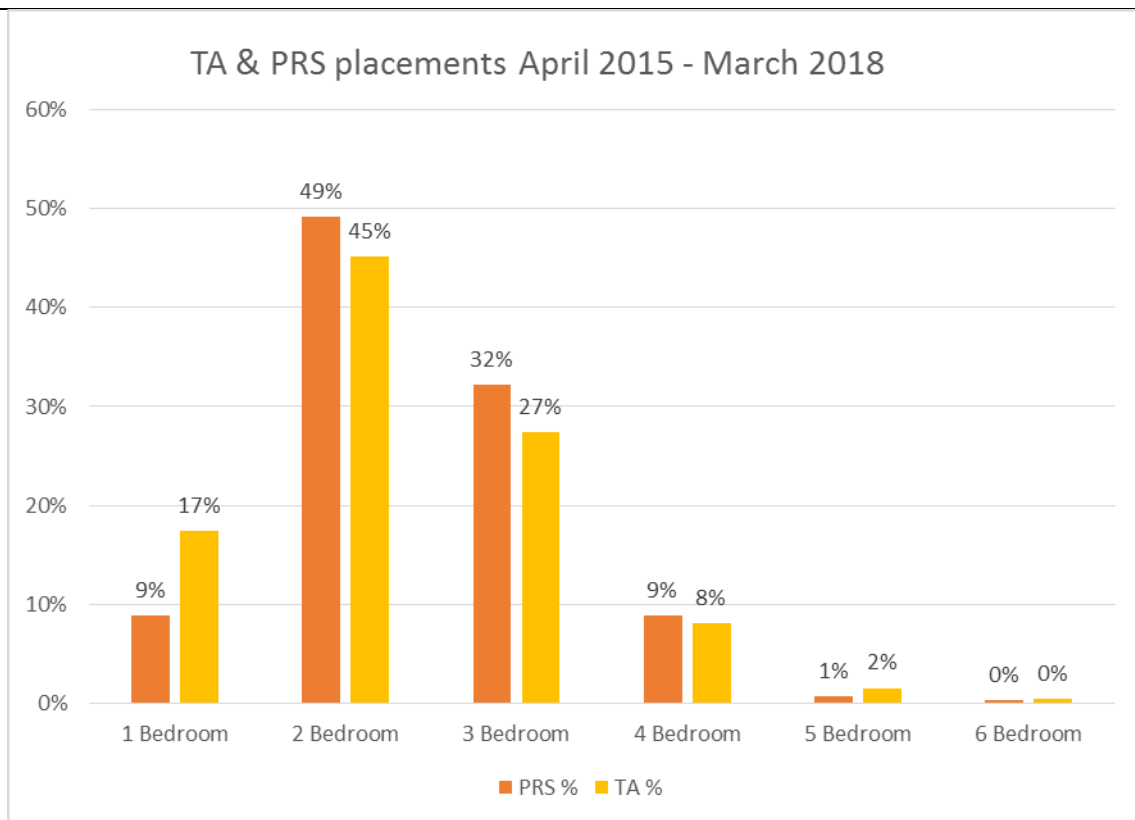
According to the data over the last 3 years:

- 42% (783) of homeless households are placed in to TA
- 34% (633) have been placed into the Private Rented Sector (PRS).
- 4% (80) applicants are in emergency bed & breakfast accommodation (B&B)
- 9% (163) have been housed in social housing
- 8% (156) of applicants have had other outcomes i.e. cases discharged or withdrawn.
- 2% (33) of applicants have made other arrangements for TA, potentially staying with family and friends



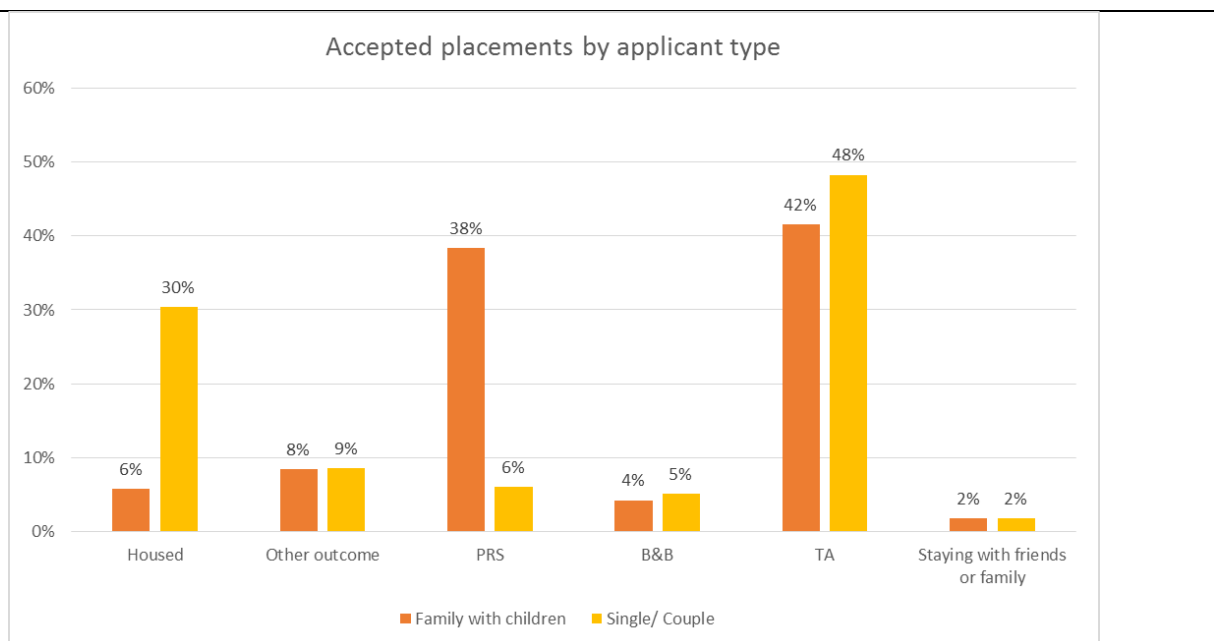
Cases with other outcomes, staying with family or friends, in B&B or housed will be excluded from the analysis, as the reasonable rents model will not affect these outcomes. The 9% of cases that have been housed have had higher bandings due to medical or other reasons.

76% (1,416) of accepted cases are placed into TA or PRS. The below data shows the different outcomes for this cohort by bedroom need which is proportionately similar for both Stage 2 TA and PRS placements after acceptance.



The biggest difference in the placements by bedroom sizes is for 1 bedrooms, which makes up 17% of the TA placements but only 9% of the PRS placements. This is because council stock is more adequately able to meet the demand for 1 bedroom households with an average waiting time of 3 years compared to 9 years for a 2 bedroom property or over 20 years for properties 5 bedroom or larger. Therefore, the focus for PRS procurement is on larger properties to meet the demand.

The below graph shows placements for single households compared to families.



100% of single households have a 1 bedroom housing need. For this cohort the proportion of PRS placements is much lower at 6% of the overall outcomes for single households in the last 3 years.

For the equality impact modelling we will focus on the TA and PRS placements as it is these placements that will be impacted by the introduction of the reasonable rents model.

13. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
<b>Details of impacts identified</b>	<p>The below graph shows the proportion of placements by age band. We do see that placement in TA are proportionately higher for those in the age bands of 65 -70 and 70+. This age band makes up 4.7% of the entire cohort of accepted homeless households.</p> <p>We can also see that this age group tends to be single applicants (57%) and / or requiring smaller bedroom sizes 60% require a 1 bed property, 30% a 2 bed and 10% a 3 bed property.</p> <p>The older households on the waiting list are more likely to have a housing need due to disability or health concern, which is being met by suitable accommodation in the TA stock.</p>

	<p>It is not anticipated that the introduction of the reasonable rents model will change this distribution based on age as properties are allocated on a needs basis.</p> <div><div>Main Applicant Indicator ▼ Application type ▼</div><div>Count of Application Reference No</div><div>Age of applicants placed in Temporary Accommodation or Private rented sector</div><table><tr><th>Age Range</th><th>PRS (%)</th><th>TA (%)</th></tr><tr><td>18-25</td><td>7%</td><td>5%</td></tr><tr><td>25-30</td><td>13%</td><td>12%</td></tr><tr><td>30-35</td><td>16%</td><td>16%</td></tr><tr><td>35-40</td><td>15%</td><td>16%</td></tr><tr><td>40-45</td><td>19%</td><td>15%</td></tr><tr><td>45-50</td><td>13%</td><td>13%</td></tr><tr><td>50-55</td><td>9%</td><td>10%</td></tr><tr><td>55-60</td><td>4%</td><td>5%</td></tr><tr><td>60-65</td><td>2%</td><td>2%</td></tr><tr><td>65-70</td><td>1%</td><td>3%</td></tr><tr><td>70+</td><td>1%</td><td>4%</td></tr></table><div>Placement ▼</div><div>■ PRS ■ TA</div><div>Age Range ▼</div></div>	Age Range	PRS (%)	TA (%)	18-25	7%	5%	25-30	13%	12%	30-35	16%	16%	35-40	15%	16%	40-45	19%	15%	45-50	13%	13%	50-55	9%	10%	55-60	4%	5%	60-65	2%	2%	65-70	1%	3%	70+	1%	4%
Age Range	PRS (%)	TA (%)																																			
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55-60	4%	5%																																			
60-65	2%	2%																																			
65-70	1%	3%																																			
70+	1%	4%																																			
<b>DISABILITY</b>																																					
<b>Details of impacts identified</b>	<p>Through data matching with housing benefit data we can see that 143 (8%) accepted homeless households are currently receiving some form of disability allowance.</p> <p>Of the households identified as receiving a disability allowance, the proportion of placement is 97% into TA while 4 (3%) households were placed in PRS.</p> <p>The other way we can identify disability in our data is through the acceptance decision reason which could be for the below vulnerability reasons:</p> <ul style="list-style-type: none"><li>• ELDERLY</li><li>• VULNERABLE ALCOHOL ABUSE</li><li>• VULNERABLE INCAPABLE OF FINDING OWN ACCM</li><li>• VULNERABLE MEDICAL</li><li>• VULNERABLE MENTAL ABUSE</li><li>• VULNERABLE OTHER</li><li>• VULNERABLE PROBATION OFFICER RECOM.</li><li>• VULNERABLE SOC.SERVICES RECOMMENDATION</li></ul>																																				

	<ul style="list-style-type: none"><li>• VULNERABLE VIOLENCE/PHYSICAL ABUSE</li><li>• VULNERABLE:FLEEING HOME IN VIOLENCE/THRE</li><li>• VULNERABLE:HAVING BEEN IN CUSTODY/ON REM</li></ul> <p>143 (13%) accepted households have been identified as vulnerable in their acceptance decision. Of this cohort 126 (88%) were placed in TA while 17 (12%) had PRS placements.</p> <p>Through both data sets, we see a higher proportion of households with disability or vulnerability indicators placed in TA. Officers acknowledge that this is can be because of the limitations in procuring accommodation in the private rented sector that can meet the needs of the vulnerable or be managed by those who are vulnerable.</p> <p>We can only end homelessness duty with an offer of suitable accommodation and this may mean that social housing is the only option for some households and they will continue to be placed in TA while waiting for an offer.</p>																																																																					
RACE																																																																						
Details of impacts identified	<p>The below graph shows placements for accepted households in the last three years by ethnicity.</p> <div><p>Ethnicity of Applicants placed in Temporary Accommodation or Private Rented Sector</p><table><tr><th>Ethnicity</th><th>% TA</th><th>% PRS</th></tr><tr><td>Asian Bangladeshi</td><td>1%</td><td>0%</td></tr><tr><td>Asian British</td><td>1%</td><td>1%</td></tr><tr><td>Asian Chinese</td><td>0%</td><td>0%</td></tr><tr><td>Asian Indian</td><td>3%</td><td>3%</td></tr><tr><td>Asian Other</td><td>8%</td><td>9%</td></tr><tr><td>Asian Pakistani</td><td>3%</td><td>3%</td></tr><tr><td>Black African</td><td>18%</td><td>14%</td></tr><tr><td>Black British</td><td>4%</td><td>6%</td></tr><tr><td>Black Caribbean</td><td>11%</td><td>12%</td></tr><tr><td>Black Other</td><td>2%</td><td>3%</td></tr><tr><td>Black Somali</td><td>15%</td><td>15%</td></tr><tr><td>Mixed Other</td><td>1%</td><td>0%</td></tr><tr><td>Mixed White and Asian</td><td>0%</td><td>0%</td></tr><tr><td>Mixed White and Black African</td><td>1%</td><td>0%</td></tr><tr><td>Mixed White and Black Caribbean</td><td>1%</td><td>1%</td></tr><tr><td>Other Afghan</td><td>1%</td><td>0%</td></tr><tr><td>Other Any other group</td><td>7%</td><td>12%</td></tr><tr><td>Other Eastern European</td><td>5%</td><td>5%</td></tr><tr><td>Other Scottish/Northern Irish</td><td>7%</td><td>5%</td></tr><tr><td>White Gypsy or Irish Traveller</td><td>0%</td><td>1%</td></tr><tr><td>White Irish</td><td>1%</td><td>0%</td></tr><tr><td>White Other</td><td>9%</td><td>8%</td></tr></table></div>	Ethnicity	% TA	% PRS	Asian Bangladeshi	1%	0%	Asian British	1%	1%	Asian Chinese	0%	0%	Asian Indian	3%	3%	Asian Other	8%	9%	Asian Pakistani	3%	3%	Black African	18%	14%	Black British	4%	6%	Black Caribbean	11%	12%	Black Other	2%	3%	Black Somali	15%	15%	Mixed Other	1%	0%	Mixed White and Asian	0%	0%	Mixed White and Black African	1%	0%	Mixed White and Black Caribbean	1%	1%	Other Afghan	1%	0%	Other Any other group	7%	12%	Other Eastern European	5%	5%	Other Scottish/Northern Irish	7%	5%	White Gypsy or Irish Traveller	0%	1%	White Irish	1%	0%	White Other	9%	8%
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	<p>The graph shows proportionaltely similar distribution for TA and PRS placements among those ethnic groups being accepted on the housing waiting list. Therefore officers expect a neutral impact with the indrooduction of the reasonable rents model.</p>																																																																					

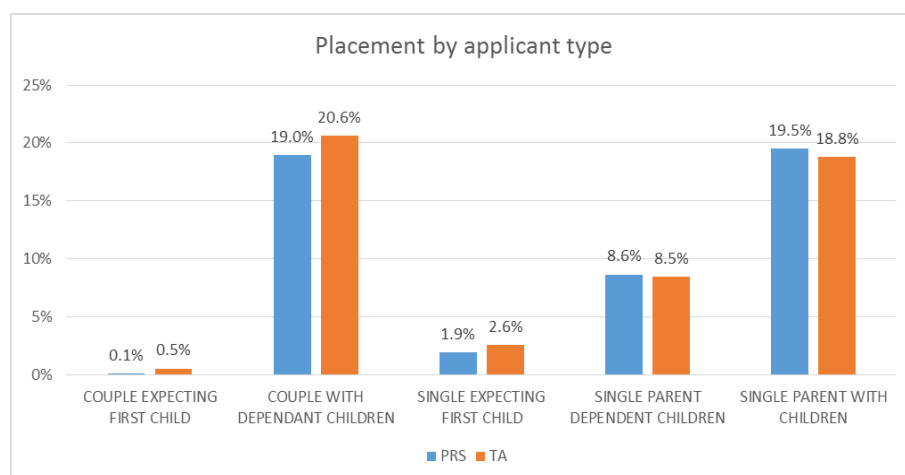
	<p>Officers note that the ethnicity of the main applicant of the household has been used here as a proxy for the ethnicity of the household. We are mindful that using main applicant only may makes an assumption about a homogenous household makeup that may disproportionately exclude the mixed race community in our analysis.</p> <p>Ethnicity data is unknown for 619 (33%) applicants.</p>									
SEX										
Details of impacts identified	<p>The below graph shows the proportion of applicants placed in TA or PRS based on their sex.</p> <div><p>Count of Application Reference No</p><p>Sex of applicants placed in Temporary Accomodation or Private Rented sector</p><table border="1"><thead><tr><th>Sex</th><th>PRS (%)</th><th>TA (%)</th></tr></thead><tbody><tr><td>FEMALE</td><td>69%</td><td>65%</td></tr><tr><td>MALE</td><td>31%</td><td>35%</td></tr></tbody></table><p>Placement: PRS (blue), TA (orange)</p><p>Sex: FEMALE, MALE</p></div> <p>The proportion of placements in PRS and TA are relatively similar for both sexes.</p> <p>It is anticipated that the introduction of the reasonable rents model will have a nuetral impact on households based on their sex.</p>	Sex	PRS (%)	TA (%)	FEMALE	69%	65%	MALE	31%	35%
	Sex	PRS (%)	TA (%)							
FEMALE	69%	65%								
MALE	31%	35%								
SEXUAL ORIENTATION										
Details of impacts identified	<p>There is insufficient data regarding sexual orientation of the applicants accepted as homeless in the last three years to assess the impact on these groups.</p> <p>Although we do know that LGBTQI people make up between 5 and 7% of the UK population and between 4-6% of Brent's. (Source: Stonewall and GLA for population projection)</p> <p>We do not however, consider there to be any adverse impacts on this group.</p>									

## PREGNANCY AND MATERNITY

### Details of impacts identified

There is insufficient data on pregnancy or maternity in the data set to carry out full analysis. However, there are acceptance reasons based on pregnancy.

The below graph shows placement of families accepted based on their family composition. Other acceptance reasons could include medical or vulnerability, which is not mutually exclusive.



Placements in TA or PRS and are similar for families accepted based on family composition.

We do not expect any impact on these groups with the introduction of reasonable rents.

## RELIGION OR BELIEF

### Details of impacts identified

There is insufficient data regarding religion of the applicants accepted as homeless in the last three years to assess the impact on these groups.

2011 Census data provides us with the following information about religion and belief in the wider borough.

Religion or belief	Percentage
Christianity	41%
Islam	19%
Hinduism	18%
No religion	11%
Judaism	1%

	Buddhism	1%
	We do not however consider there to be any adverse impacts on any religious group based on their religion or belief.	
GENDER REASSIGNMENT		
Details of impacts identified	<p>There is insufficient data regarding gender reassignment of the applicants accepted as homeless in the last three years to assess the impact on these groups.</p> <p>The Diversity in Brent document states that 3,400 people in Brent experience gender variance (based on GLA population projections that equates to 1% of the borough population) Source: Stonewall.</p> <p>We do not however consider there to be any adverse impacts on this group based on gender variance.</p>	
MARRIAGE & CIVIL PARTNERSHIP		
Details of impacts identified	<p>There is insufficient data regarding marital status of the applicants accepted as homeless in the last three years to assess the impact on these groups. We do not however consider there to be any adverse impacts on this group.</p>	

14. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No, the proposal to introduce a new nominations agreement with RPs does not identify any impacts that could be unlawful under the Equality Act.

The new nominations agreement with RPs will provide a household with an offer of accommodation under Part 6 of the Housing Act 1996. This offer must be suitable and affordable for the housing applicant in order to discharge the Council's duty to provide temporary accommodation to accepted homeless households under section 193 of the Housing Act 1996.

Therefore, it advances equality of opportunity in the way that it is a fair and transparent means of allocating homes, based on the needs to the applicant.

15. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Yes, a number of engagement initiatives were undertaken to gather the views of those affected by the changes to the policy as outlined below. Further engagement is not required.

Formal consultation was launched on 12 November 2018 and ended on 21 January 2019, through an on-line consultation survey. As well as advertising the consultation survey on the Council's website, and on the Locata home page, every household currently on the housing register (including Band D) was notified. Consultation workshops were also held with the following stakeholders;

- Members
- Temporary Accommodation User Forums (attended by approximately 500 households over 5 Forums)
- Registered Providers
- Voluntary Sector
- Adult Social Care
- Children's and Young People Services
- Brent Housing Management

As some of the issues that were being consulted on are fairly technical, the purpose of these workshops was to go through each issue in detail and to give people the opportunity to ask questions to clarify what we were asking them to give their opinion on. Attendees were then encouraged to express their opinions via the consultation survey that was made available via the Council's consultation portal.

An independent research company, bmg Research were also commissioned to facilitate 2 workshops on the 12 March 2019. The first workshop was made up of a group of housing professionals and the second made up of a cross section of residents of the borough. The purpose of these workshops was to give people more of an opportunity to debate the implications and express their views of the various proposals and possible impact on households seeking social housing.

16. Please detail any areas identified as requiring further data or detailed analysis.

Data on applicants and households in regards to their protected characteristics, particularly in areas where limited data prevents us drawing any conclusions (as listed below) would help improve our equality analysis.

- Disability
- Sexual orientation
- Gender reassignment
- Religion or belief
- Pregnancy or maternity

- Marriage

The introduction of a new customer portal from April 2018 where homeless applicants can make an application directly and include their demographic information will help to improve data capture in this area.

17. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

No negative impacts have been identified based on protected characteristics.

18. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

All allocations of properties made under this proposal will be monitored in line with the Council's Allocation Scheme and statutory reporting requirements to relevant agencies. Operational meetings.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

Analysis of placements carried out in the last three years shows that different housing products can be more appropriate for different groups based on needs and availability. The emphasis of the allocations scheme is to ensure suitable accommodation is offered to those households that are in priority need based on clear and equitable guidelines.

The reasonable rents model introduces another option for households to access suitable accommodation, however for those households in need through disability or medical reasons access will remain the same to social housing either directly or through TA.

## SECTION D – RESULT

*Please select one of the following options. Mark with an "X".*

A	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>X</b>
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<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

### SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

<b>Action</b>	<b>Expected outcome</b>	<b>Officer</b>	<b>Completion Date</b>

### SECTION F – SIGN OFF

Please ensure this section is signed and dated.

<b>OFFICER:</b>	Omari Gayle
<b>REVIEWING OFFICER:</b>	Lavdrim Krashi
<b>HEAD OF SERVICE:</b>	Laurence Coaker

#### R&E001 Dimming Street lights

<b>Reference:</b>	R&E001
<b>Service(s):</b>	Environmental Improvement
<b>Lead Member(s):</b>	Cllr Sheth

<b>Savings Proposals:</b>	Further Street Lighting Efficiencies
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#### Financial and Staffing Information

<b>2017/18</b>	
<b>Total budget for the service(s) £'000:</b>	£250k
<b>Total post numbers in the services(s) (FTE):</b>	N/A

	2019/20	2020/21
	£'000	£'000
<b>Budget implications:</b>		£100k
	FTE	FTE
<b>Proposed staffing reduction</b>	N/A	N/A

### **Budget Implications**

An additional £0.1m p.a. could be saved through a further rigorous review of lighting levels at a highly localised level across the borough.

### **How would this affect users of this service?**

Some users may notice lower lighting levels than expected at certain locations, especially given that previous reductions have been made. Any impact must not be sufficient to affect lighting levels required for road safety, or to meet expectations of community safety.

### **Key milestones**

Complete review and implement detailed Lighting Plan – 2019

### **Key consultations**

N/A. Resident and visitor feedback on lighting levels could be acted on quickly.

### **Key risks and mitigations**

Some users will likely notice lower lighting levels than expected at certain locations. Should the lighting level not be acceptable at a specific location the CMS does allow corrective adjustments to be made rapidly.

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	No
Disabled people	
Particular ethnic groups	
Men or Women (include impacts due to pregnancy/maternity)	
People of particular sexual orientation/s	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
People in particular age groups	
Groups with particular faiths/beliefs	
Marriage / civil partnership	

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
EIA to be completed by:	
Deadline:	
Lead officer for this proposal:	Chris Whyte

#### R&E004 Building control

<b>Reference:</b>	R&E004
<b>Service(s):</b>	Regeneration – Building Control
<b>Lead Member(s):</b>	Cllr Tatler

<b>Savings Proposals:</b>	Brent Building Control continues to show a good track record in competitively winning major projects through partnership schemes. Unless there is a major economic downturn we expect to improve our income position by focussing on discretionary services. A flexible 'associates' resourcing model is being implemented to allow the service to operate effectively on projects across the London and south east region. The proposed savings comprise fees earned due to increase in volume of work and providing additional services through associates.
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#### Financial and Staffing Information

2018/19	
<b>Total budget for the service(s) £'000:</b>	(413)
<b>Total post numbers in the services(s) (FTE):</b>	16.8

	2019/20	2020/21
	£'000	£'000
<b>Proposed saving:</b>	176	35
	FTE	FTE
<b>Proposed staffing reduction</b>	0	0

#### Proposed savings

The generation of additional income by the Building Control team. £100k is adjusting the budget to match current workload, with the remainder to come from out-of-borough associate work.

### **How would this affect users of this service?**

No significant impact expected.

### **Key milestones**

In implementation

### **Key consultations**

None

### **Key risks and mitigations**

Down turn in the economy - keep close monitor / develop further partnerships  
Unexpected government policies affecting Building Control resulting from Grenfell

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	None
Disabled people	
Particular ethnic groups	
Men or Women (include impacts due to pregnancy/maternity)	
People of particular sexual orientation/s	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
People in particular age groups	
Groups with particular faiths/beliefs	
Marriage / civil partnership	

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Aktar Choudhury
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### **R&E008 Wembley licensing**

<b>Reference:</b>	R&E008
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<b>Service(s):</b>	Regeneration - Licensing
<b>Lead Member(s):</b>	Cllr Miller

<b>Savings Proposals:</b>	<p>A potential increase in revenue arising from increased activity in Wembley.</p> <p>Improvement works on Olympic Way should be largely complete by 2020. The improvements should result in an increase in the number of events at Wembley and with it an increase in the workload for the Licensing service.</p>
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### **Financial and Staffing Information**

<b>2018/19</b>	
<b>Total budget for the service(s) £'000:</b>	(154)
<b>Total post numbers in the services(s) (FTE):</b>	7

	<b>2019/20</b>	<b>2020/21</b>
	£'000	£'000
<b>Proposed saving:</b>		50
	FTE	FTE
<b>Proposed staffing reduction</b>		

### **Proposed savings**

Income from additional licensing arising from increased activity in Wembley after 2020. The additional income cannot be generated until Olympic Way works are complete.

### **How would this affect users of this service?**

No impact

### **Key milestones**

Completion of Olympic Way

### **Key consultations**

None

### **Key risks and mitigations**

Delay in completing Olympic Way - Work closely with Quintain to ensure works progress to plan.

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	None
Disabled people	
Particular ethnic groups	
Men or Women (include impacts due to pregnancy/maternity)	
People of particular sexual orientation/s	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
People in particular age groups	
Groups with particular faiths/beliefs	
Marriage / civil partnership	

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	None
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Alice Lester
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### **R&E018 Regeneration & Environment staffing efficiencies**

<b>Reference:</b>	R&E018
<b>Service(s):</b>	Environmental Services
<b>Lead Member(s):</b>	Cllrs Sheth, Miller and Tatler

<b>Savings Proposals:</b>	Staffing and Structures – Removal of circa 40 FTE – VR Offer and Compulsory.
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### **Financial and Staffing Information**

2017/18	
<b>Total budget for the service(s) £'000:</b>	<b>£4m</b>
<b>Total post numbers in the services(s) (FTE):</b>	<b>N/A</b>

	2019/20	2020/21
	£'000	£'000
<b>Budget implications:</b>	£1,524K	450

	<b>FTE</b>	<b>FTE</b>
<b>Proposed staffing reduction</b>	N/A	N/A

### **Budget Implications**

An annual £1,974k saving of staff salary costs. Some offset may be due with respect to redundancy, severance and the cost of service redesign and possible re-evaluation of other posts. There is potential for savings to be brought into this financial year, depending on vacancies that arise.

### **How would this affect users of this service?**

This would be a 'downsizing' exercise that will make teams leaner and would require a remodelling of structures to mitigate the impact on service delivery.

### **Key milestones**

Managing change consultations as appropriate and also vacancies held and removed throughout the year.

### **Key consultations**

Affected staff as and when required.

### **Key risks and mitigations**

The opportunity could be limited to voluntary redundancy applications that are agreed. Further mitigation of the impact on staff could be through holding and removing vacant posts. Initial investigation of likely interest in VR suggests no compulsory redundancies are likely to be necessary.

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
	No
Disabled people	
Particular ethnic groups	
Men or Women (include impacts due to pregnancy/maternity)	
People of particular sexual orientation/s	
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	
People in particular age groups	
Groups with particular faiths/beliefs	
Marriage / civil partnership	

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
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EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Chris Whyte
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## Children and Young People

CYP004 Develop a shared fostering service with the 3 other WLA boroughs, resulting in staffing efficiencies

### EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	19/20-20/21 Budget Proposals CYP008
<b>DEPARTMENT:</b>	Children and Young People
<b>TEAM:</b>	Looked After Children and Permanency Service
<b>LEAD OFFICER:</b>	Onder Beter
<b>DATE:</b>	04/01/2019

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Development of a joint fostering service with another local authority (namely Ealing Borough Council). This would mean joint recruitment, assessment and approval of foster carers as well as support provided to them.

The aim is to recruit and retain more in-house foster carers who could provide a stable family environment to looked after children in Brent and Ealing. The outcomes are in line with the CYPS Departmental Plan and the Borough Plan.

2. Who may be affected by this policy or proposal?

The aim is to attract both Brent and Ealing residents as well as residents residing in neighbouring boroughs into fostering. No one is considered to be affected by this change in a negative way. In fact, via joint and more effective recruitment campaigns more prospective foster carers could be reached.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Providing children in care with stable and caring homes and running a fostering service are amongst council's public sector duties. Hence, making these changes, it is anticipated that the council's public sector duty will be fulfilled in a more efficient way.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		x	
Sex		x	
Race		x	
Disability		x	
Sexual orientation		x	
Gender reassignment		x	
Religion or belief		x	
Pregnancy or maternity		x	
Marriage		x	

5. Please complete **each row** of the checklist with an "X".

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?	x	
Does the policy or proposal relate to an area with known inequalities?		x
Would the policy or proposal change or remove services used by vulnerable groups of people?	x	
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	x	
<p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

There is a nationally acknowledged shortage of foster carers for children in care. Brent is not an exception. Whilst local authorities struggle to recruit and retain sufficient number of foster carers, private and voluntary sector offers more financially attractive packages for foster carers, which local authorities cannot afford due to budgetary constraints. This results in a competitive market. Foster carers recruited by private and voluntary sector are commissioned by local authorities, especially when they lack in-house foster placements, which is financially burdensome.

In preparation for this project, fostering data for both Brent and Ealing has been reviewed alongside with the fostering relevant strategies i.e. marketing strategy or sufficiency strategy shared.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

<b>AGE</b>	
<b>Details of impacts identified</b>	We are currently struggling to place older looked after children in fostering settings due to lack of sufficiency. We will be able to reach more potential foster carers who might be able to provide placements for children of all ages.
<b>DISABILITY</b>	
<b>Details of impacts identified</b>	Reaching out more potential foster carers means that we could have a broadened profile of carers who could offer placements to children with disabilities.
<b>RACE</b>	
<b>Details of impacts identified</b>	Reaching out more potential foster carers will improve better cultural matches between children and foster carers. Having more foster carers from different ethnic backgrounds means that we could have a broadened profile of carers who could offer placements to children from various backgrounds including unaccompanied asylum seeking children.
<b>SEX</b>	
<b>Details of impacts identified</b>	We might increase the possibility of having more male carers.
<b>SEXUAL ORIENTATION</b>	

<b>Details of impacts identified</b>	We might increase the possibility of having more carers with different sexual orientations.
<b>PREGANCY AND MATERNITY</b>	
<b>Details of impacts identified</b>	Not Applicable
<b>RELIGION OR BELIEF</b>	
<b>Details of impacts identified</b>	Having a broadened profile of foster carers will increase the possibility of better matching in relation of children's and foster carers' religions or beliefs.
<b>GENDER REASSIGNMENT</b>	
<b>Details of impacts identified</b>	We might increase the possibility of reaching people who had gender reassignment.
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
<b>Details of impacts identified</b>	Not Applicable

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Further work is planned to take place in 2019 with fostering services in Brent and Ealing

5. Please detail any areas identified as requiring further data or detailed analysis.

Continuous review

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

In any case, the existing services will continue.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

Regular reviews – performance meetings and performance indicators for looked after children will be used.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

Further lack of in-house fostering places – this risk is mitigated by making sure there will be regular performance management that puts recruitment and retention of foster carers under scrutiny.

One LA might get more benefits - the risk will be mitigated by transparent and open protocols and processes agreed and relevant levels of authorisations granted. Regular reviews of contacts, referrals, assessments, fostering panel activity as well as retention of foster carers.

## SECTION D – RESULT

*Please select one of the following options. Mark with an "X".*

<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>x</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	

<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	
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## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

<b>OFFICER:</b>	
<b>REVIEWING OFFICER:</b>	
<b>HEAD OF SERVICE:</b>	Sue Gates

CYP008 Develop family hubs from children's centres

## EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	19/20-20/21 Budget Proposals CYP008
<b>DEPARTMENT:</b>	Children and Young People
<b>TEAM:</b>	Early Help
<b>LEAD OFFICER:</b>	Sue Gates
<b>DATE:</b>	12/12/18

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary of its objectives and the intended results.

Development of Family Hubs from the existing Children's Centres by reduction of the current number of 17 Children's Centres to 8 Family Hubs. Children's Centres remit is families with children 0-5 whereas Family Hubs will bring together the focus of whole family working from 0-19 (25 for those of SEND), families currently accessing Children's Centres will still be able to access services through the Family Hubs. Children's Centres are well placed to transform into Family Hubs, they are well known, are non-stigmatising and are in a range of accessible locations and already offer a range of services delivered by Brent Council and partners. The actual sites are yet to be confirmed but the hubs will be targeted in areas of the borough with the highest usage and levels of deprivation as well as taking into consideration the size and locality of the current Children's Centre buildings.

The aims and objectives of the Family Hubs will closely align with the agreed Outcome Based Reviews that considered adolescents on the edge of care and involved in gang activity. The objectives will also be closely aligned to key public health outcomes related to children and their families in areas such as all children receiving timely ASQ reviews, childhood obesity and tooth decay.

It is anticipated that the affected families will be made aware of the changes through the centres, and formal reports that will be released after the budget consultation period. With the change / closure of any CC's, the council will also be required to carry out consultation as stated in accordance to statutory guidance from the Dfe.

2. Who may be affected by this policy or proposal?

Families living in areas near to those children's centres that will close may not be able to access those support services as easily meaning they will need to travel further, this can be more difficult for those with SEND. Families affected will be informed at all stages of developments, ensuring they are aware of their nearest Family Hub and what services they will still be able to access.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

People in particular age groups. Families with under 5's living in areas near to those children's centres that will close may not be able to access those support services as easily.

## Brent Under 5 population estimates

Data Source:

2016-based demographic projections, London ward population projections Housing-led Model, released in 2017

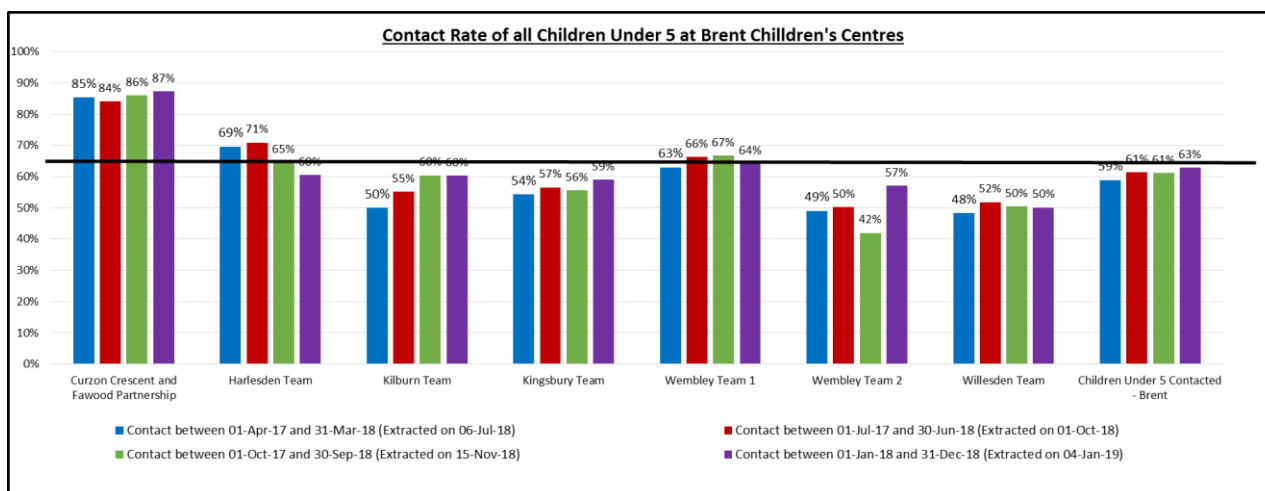
Citation: © GLA 2016-based Demographic Projections

Year / Age Group	Under 1	Age 1	Age 2	Age 3	Age 4	Total under 5 population	Difference each year
2018	5103	4970	4963	4880	4780	24696	
2019	5124	4986	4878	4864	4784	24636	-60
2020	5130	4991	4883	4777	4762	24543	-93
2021	5121	4992	4882	4773	4675	24443	-100
2022	5106	4980	4882	4770	4669	24407	-36
						Percentage decrease (from 2018 to 2022)	1.17%

**NB: GLA population estimates are higher than the data provided by NHS**

From this data we can see the projections of the under 5's population are expected to remain around the 24,400 region.

Based on the 2011 census, the under 5's make up 21% of Brent's population and from the 2015 JSNA it had increased by 11% taking the population of 0-5's up to 32%.



The current contact rates for the locality teams can be seen in the above chart. Our current target is to reach 65% of the registered children.

- Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age			x

Sex		<b>x</b>	
Race		<b>x</b>	
Disability		<b>x</b>	
Sexual orientation		<b>x</b>	
Gender reassignment		<b>x</b>	
Religion or belief		<b>x</b>	
Pregnancy or maternity			<b>x</b>
Marriage		<b>x</b>	

5. Please complete **each row** of the checklist with an “X”.

<b>SCREENING CHECKLIST</b>		
	<b>YES</b>	<b>NO</b>
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?	<b>x</b>	
Does the policy or proposal relate to an area with known inequalities?		<b>x</b>
Would the policy or proposal change or remove services used by vulnerable groups of people?	<b>x</b>	
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	<b>x</b>	
<b>If you have answered YES to ANY of the above, then proceed to section B.</b>  <b>If you have answered NO to ALL of the above, then proceed straight to section D.</b>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

Outcome Based Reviews that were carried out by the council.

The community and affected families have been given the opportunity to complete the public consultation that opened in October 2018 and will run until the end of January 2019. Four Brent Connect meetings also took place for the public to attend to find out more about the proposed changes as part of the consultation. This consultation has also been promoted to the affected families through the existing Children's Centres.

Should this budget proposal be approved, statutory Children's Centre consultation will need to take place, the council Change Team will need to be involved and consultation around Hubs will need to be carried out as part of outcome based review.

Annual impact study takes place for the Children's Centres, latest available data shows a 97% satisfaction rate for Brent CC's.

99% report positive impacts for themselves & 100% for their children from taking up support related to health & wellbeing.

2. For each "protected characteristic" provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state "not applicable".

AGE	
Details of impacts identified	Disproportionate impact on most vulnerable (CC target) families such as those requiring social care intervention (List attached) – this is mitigated by the creation of family hubs that will widen the age of support available and target the hubs in the areas of the borough with the greatest level of need.
	Early intervention outcomes worsen for children, such as those requiring social care intervention, health outcomes worsen – for example tooth decay continues to worsen and obesity levels continue to rise. Other poor outcomes may include children achieving below the expected level for the Early Years Foundation stage profile and children with SEND left being undiagnosed therefore unable to access intervention when needed – further impacting on their educational achievements once they reach formal school age.
DISABILITY	

<b>Details of impacts identified</b>	Some families with disabled members may find it harder to travel to the Family Hubs as these may be spread across the borough.
<b>RACE</b>	
<b>Details of impacts identified</b>	Not Applicable
<b>SEX</b>	
<b>Details of impacts identified</b>	Not Applicable
<b>SEXUAL ORIENTATION</b>	
<b>Details of impacts identified</b>	Not Applicable
<b>PREGANCY AND MATERNITY</b>	
<b>Details of impacts identified</b>	As integrated centres, there are services provided by the midwifery team around antenatal and postnatal support, closure of all CC's will mean that expectant / new parents will have difficulty accessing such support.
<b>RELIGION OR BELIEF</b>	
<b>Details of impacts identified</b>	Not Applicable
<b>GENDER REASSIGNMENT</b>	

<b>Details of impacts identified</b>	Not Applicable
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
<b>Details of impacts identified</b>	Not Applicable

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No as Family Hubs will be intended to have a 'whole family approach' allowing children and young people from 0-19 to access services from a hub, this is further extended to 25 if they have any SEND needs. The hubs will consist of targeted intervention and also some universal services that will be open to all.

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Public consultation of the Budget Proposals is currently open, commenced from October 2018 and will run until end of January 2019, 4 Brent Connect meetings were also made available in different parts of the borough as part of the public consultation. Feedback is currently unavailable as this consultation is still open, the council will compile a report on the findings and a decision will be made by cabinet in February 2019.

5. Please detail any areas identified as requiring further data or detailed analysis.

Continuous review – take up data within the Hub areas – is this reflective of the families within the area and the targets that are yet to be identified for the Hubs.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

By the LA ensuring that the Family Hubs offer an integrated service that include the vital support children 0-5 and their families need. This includes services through health partners such as Health Visiting, antenatal and post-natal support and also economic support such as JCP.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

Regular reviews - performance management cycle for the Family Hubs, (yet to be agreed) involves scrutiny on data against set targets which are also yet to be agreed, contract management with commissioned providers. Reviews are likely to take place on a quarterly basis.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

Disproportionate impact on most vulnerable families - This risk is mitigated by the creation of family hubs that will widen the age range of support available to families who require support and target the hubs in the areas of the borough that have the highest usage and deprivation levels as well as considering the size and locality of individual centres.

Early intervention outcomes worsen for children - This risk is mitigated by ensuring the design of the new family hub model uses research findings to make best use of available resources and that these are broadened to cover school age children. This will allow greater reach of new targeted services into families than is currently possible with the existing model.

LA will need to ensure engagement with the affected community of the developments and changes with the transfer to Family Hubs from Children's Centres at all stages. Families will be informed via the existing Children's Centres, signposting to the relevant reports and having the information readily available through the Brent website.

## SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>x</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	

<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	
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## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

<b>Action</b>	<b>Expected outcome</b>	<b>Officer</b>	<b>Completion Date</b>
Consultation with users and stakeholders	Transparency and open discussion with those affected to discuss the purpose of Family Hubs and what they may look like.	Sue Gates	October 2019
Identification and commissioning of key partnerships necessary for Family Hub services to be delivered.	Key partnerships in place with agreed SLA's prior to Family Hub launch.	Sue Gates	October 2019
Closure of CC's and transfer to Family Hub model.	Identified centres transferred to Family Hubs, bringing together a more integrated approach of working. Governance will need to be explored and agreed, this will involve key stakeholders forming a management committee. This will support with ensuring integrated working is fully developed.	Sue Gates	October 2020
Continuous engagement with the community.	Transparency and community being kept up to date with the developments.	Sue Gates	Continuous
Early intervention services continue to take place within the Family Hubs, paying particular focus to those in target groups and most in need.	Families to still be able to access a range of services to support their needs at the right time, avoiding the need to further escalation.	Sue Gates	Continuous
Performance Management Cycle to be agreed and in place for Family Hubs	Family Hubs are regularly monitored with clear targets (that are yet to be agreed) but are likely to	Sue Gates	To be agreed prior to October 2020 and

	combine educational, health and economic objectives to delivering to a high quality service with appropriate support and guidance from LA. These will be monitored against the Performance Management Cycle which will include scrutinising data.		be operational upon Family Hubs launch
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## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

<b>OFFICER:</b>	Leena Choi
<b>REVIEWING OFFICER:</b>	
<b>HEAD OF SERVICE:</b>	Sue Gates

PPP001 Reducing voluntary sector grants

### EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	Proposal to reduce voluntary sector funding
<b>DEPARTMENT:</b>	Assistant Chief Executive
<b>TEAM:</b>	Strategy and Partnership
<b>LEAD OFFICER:</b>	Julia Mlambo
<b>DATE:</b>	3 <sup>rd</sup> of January 2020

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

During 2019 budget setting process, the Cabinet agreed the voluntary sector funding budget for 2019/21 and 2020/21. As part of this, the Strategy and Partnership Team made savings to its contract and commissioning programme in order to make it more efficient and sustainable in the longer term.

The proposal was to reduce the Voluntary Sector support budgets in the following ways:

- Reduce the voluntary & community sector assistance budget by £80 000 over 2 years. This budget is used to fund Brent CVS who provide capacity development support to Voluntary Sector and Community organisations (VSCOs) within the borough.
- Reduce Brent Advice Partnership Funding by £127 000 over two years. This fund is used to develop the capacity of local advice services.
- Reduce the generalist advice contract held by the Citizen's Advice Bureau (CAB) by £35 000 over two years.
- Reduce the Specialist Advice Contract by £18 000 over two years. This contract is also held by the CAB.

The first year savings were successfully implemented from April 2019 onward.

This paper is an opportunity to review the impact of the budget cuts to assess whether there are any additional effects on protected groups and therefore whether additional mitigating actions need to be taken.

## 2. Who may be affected by this policy or proposal?

The reductions to the voluntary & community sector assistance budget and the Brent Advice Partnership Fund are not likely to have an effect on protected groups as they do not have an impact on direct service provision.

In addition, the organisations affected are either able to access funding from other sources or did not use all their allocated funding 2018/9, so the current funding level is more in line with their apparent needs.

The budget cuts to the CAB could have a potential impact on the following groups.

- Older and disabled people could be disproportionately affected as they access CAB services in higher numbers.
- There may be some additional effects on women, some BAME groups and faith groups who are more likely to be in need of benefits and other advice. BAME groups and women access CAB services in disproportionate numbers.

## 3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

VSCOs can engage with the most vulnerable and excluded members of the community. Particularly the specialist advice services which are focussed on people who are vulnerable due to age or disability.

4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age			x
Sex			x
Race			x
Disability			x
Sexual orientation		x	
Gender reassignment		x	
Religion or belief			x
Pregnancy or maternity			x
Marriage		x	

5. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?	x	
Does the policy or proposal relate to an area with known inequalities?	x	
Would the policy or proposal change or remove services used by vulnerable groups of people?	x	
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	x	
<b>If you have answered YES to ANY of the above, then proceed to section B.</b>  <b>If you have answered NO to ALL of the above, then proceed straight to section D.</b>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

The information and evidence for this analysis has come from the regular monitoring reports supplied by CAB. The data suggests that in September 2017 to September 2018 just over 10,000 people were seen by the CAB. The breakdown was as follows.

<b>Age</b>	<b>Gender:</b>	<b>Disability (self-identified)</b>	<b>Ethnicity:</b>
65 years and above 1624	Male - 4870	4220	White-2813
	Female - 5952		Asian -2165
24 – 65 years			Black-4220
9,199			Mixed-542
			Other -1083

Funding cuts are being implemented from March 2019 onwards, so we do not have current full year data showing the impact of 2018/9 budget decisions. However, our most recent data (from Quarter 2 2019/20) gives some indication of the impact of the funding reduction.

This data suggests that there was an increase in the number of overall clients seen by the CAB in Quarter 2 as 3049 people were seen during this quarter against an average of 2706 a quarter in 2018.

There was also an increase in the proportion of clients from some protected groups; the proportion of BAME people increased to 90% from 70% in 2018/9 and there was an increase of people with disabilities and long term conditions to 45% from around 40%.

It is too soon to tell whether what this data means, as we are not comparing like for like information. However, this is still an encouraging sign that protected groups might be being better targeted and there has not been a significant reduction in the capacity of Brent CAB.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

<b>AGE</b>
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<b>Details of impacts identified</b>	<p>Reduction of the generalist advice contract by £35 000 and the Specialist Advice Contract by £18 000 over two years. These contracts are held by the CAB:</p> <p>Around 18% of the CAB clients are over 65%, so cuts could have a disproportionate effect on older people.</p> <p>Specialist advice services provide support to vulnerable people for example home visits for older people who are not able easily leave the house to access benefits and other vital advice.</p> <p>A reduced service could have a disproportionate negative impact on this group.</p>
<b>DISABILITY</b>	
<b>Details of impacts identified</b>	<p>Reduction of the generalist advice contract by £35 000 and the Specialist Advice Contract by £18 000 over two years. These contracts are held by the CAB:</p> <p>Around 40% of CAB clients are disabled or long term sick.</p> <p>Specialist advice services provide support to vulnerable people for example home visits for disabled people who are not able easily leave the house to access benefits and other vital advice.</p> <p>A reduced service could have a disproportionate negative impact on this group.</p>
<b>RACE</b>	
<b>Details of impacts identified</b>	<p>Reduction of the generalist advice contract by £35 000 and the Specialist Advice Contract by £18 000 over two years. These contracts are held by the CAB:</p> <p>In 2018 around 70% of clients were BAME so a reduced service is likely to have a disproportionate negative effect on this group.</p>
<b>SEX</b>	
<b>Details of impacts identified</b>	<p>Reduction of the generalist advice contract by £35 000 and the Specialist Advice Contract by £18 000 over two years. These contracts are held by the CAB:</p> <p>In 2018 around 45% of the CAB clients were male and 55% clients were female. Therefore cuts could have a disproportionate negative effect on female service users.</p>
<b>SEXUAL ORIENTATION</b>	

<b>Details of impacts identified</b>	Reduction of the generalist advice contract by £35 000 and the Specialist Advice Contract by £18 000 over two years. These contracts are held by the CAB:  No data available
<b>PREGANCY AND MATERNITY</b>	
<b>Details of impacts identified</b>	Reduction of the generalist advice contract by £35 000 and the Specialist Advice Contract by £18 000 over two years. These contracts are held by the CAB:  No data is available, however given the disproportionate number of women accessing Brent CAB it is possible that there may be an effect on pregnancy and maternity.
<b>RELIGION OR BELIEF</b>	
<b>Details of impacts identified</b>	Reduction of the generalist advice contract by £35 000 and the Specialist Advice Contract by £18 000 over two years. These contracts are held by the CAB:  No data available, though given the disproportionate number of BAME groups, it is possible that a reduction in service will have an impact on some faith groups
<b>GENDER REASSIGNMENT</b>	
<b>Details of impacts identified</b>	No data available
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
<b>Details of impacts identified</b>	No data available

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

- Our analysis suggests that LGBT communities will not be affected (though data on this group is not available to confirm this).
- There is less data on the effects on married people/young people/families but it is possible they will be affected (see above).

- BAME groups, women, faith groups and older people are likely to impacted

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

There is a longer term plan for Brent Council to review and redevelop its relationship with the voluntary and community sector, including its contracted provision. Any proposals will be developed in consultation with the affected stakeholders.

5. Please detail any areas identified as requiring further data or detailed analysis.

None

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

Action is being taken to reduce the impact of funding cuts, and so far these appear to be successful.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

Through quarterly monitoring reports from Brent CAB.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

There is a possible negative effect on service users and a disproportionate impact on those from some protected groups i.e. BAME, disabled groups, older people and women.

In order to address these potential negative impacts a number of mitigation actions have been put in place.

- Regular monitoring meetings with providers to assess impact of any changes and support them in reconfiguring their services to meet the needs of their service users.
- Brent VSCOs will still be able to bid for money from the Council's comprehensive grant funding programme. Council officers are enhancing the grants policy and procedures to make it easier for organisations to bid for funds. All information relating to grants is readily available on the Council website.
- Continuing to build the capacity of smaller and specialist advice services within the borough through training and development so that they are able to see service users that the CAB are not able to support.
- Funding the online advice service to provide advice to appropriate service users.
- Additional funding for advice by Children and Young People which should be able to provide a service to some children, young people and families.
- Targeting the most vulnerable older and disabled people as part of the specialist advice service to ensure that they receive the best service possible.

## SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>x</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date
Review & re-design all VCISO contracts over 2020/1 to maximise benefits across all funding streams	Provide a services that meet the needs of the 'in need' service users	Strategy and Partnership Team managers	March 2020
Ensure that information on how to apply for grants is as widely available and as accessible as possible	More organisations able to access Council grant funding.	Partnership and Engagement Manager and Grant Manager	Ongoing
Enhance the Brent Advice Service Partnerships to ensure that smaller advice services	Increase the use of alternative services able to provide advice to targeted groups in particular	Partnership and Engagement Manager	Ongoing 2020
Promote the use of online / self-service information and guidance tool; Brent Advice Matters	More service users receive advice online thus reducing impact on advice services	Partnership and Engagement Manager	Ongoing 2020

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

<b>OFFICER:</b>	
<b>REVIEWING OFFICER:</b>	
<b>HEAD OF SERVICE:</b>	

### PPP003 Restructure of communications, conference & events department

<b>Reference:</b>	PPP003
<b>Service(s):</b>	Restructure of communications, conference & events department.
<b>Lead Member(s):</b>	Cllr Butt

<b>Policy Proposals:</b>	It is proposed to restructure the communications, conference & events functions in 2020/21 to realign services to enable the team to maximise income generation opportunities while
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	focusing more tightly on core corporate communications priorities only.
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### **Financial and Staffing Information**

<b>2017/18</b>	
<b>Total budget for the service(s) £'000:</b>	685
<b>Total post numbers in the services(s) (FTE):</b>	17.8

	<b>2019/20</b>	<b>2020/21</b>
	£'000	£'000
<b>Budget implications:</b>	0	100
	FTE	FTE
<b>Proposed staffing reduction</b>	0	0

### **How would this affect users of this service?**

The proposal may require internal departments to be more flexible when booking space in The Drum as the proposal is to generate more commercial income from fee-paying external clients using the space. Internal departments may also need to accept a reduced service level from corporate communications for non-core priority business. Client departments wishing to deliver more communications than the corporate communications team has capacity to deliver directly will need to deliver communications themselves, but with oversight and advice from the corporate communications team, or find one off budgets for short term project support.

### **Key milestones**

Review the commercial income target in early 2020/21 to explore whether all of the above savings can realistically be achieved by generating more income or whether any needs to come from the salaries budget (as there are no materials budgets held in corporate communications).

### **Key consultations**

Consultation with the team 2020/21

### **Key risks and mitigations**

Council department may need to accept that space in The Drum is not always available and seek alternative rooms in the Civic Centre.

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No (unless brought forward to 19/20)
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	No
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Rob Mansfield
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## Resources

RES003 and RES004 Service modernisation- reduced opening hours, more digital services and demand management

### EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	RES 003 and RES 004
<b>DEPARTMENT:</b>	Resources
<b>TEAM:</b>	BCS
<b>LEAD OFFICER:</b>	Margaret Read
<b>DATE:</b>	January 2019

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Implementation of digital services to migrate contact handling from more expensive channels such as face to face and telephony. This will include implementation of Robotic Processing Automation and improvements to the current on line offer for customers to increase the number of enquiries handled through self-service facilities including diverting customers away from using telephone and face to face access methods where appropriate. I.e. where services can easily be accessed in this way

It is also proposed to launch a new Universal Offer to all residents which will set an expectation to self-serve using digital channels – in order to provide more personalised and tailored support to those who are most vulnerable. Customers needing help will be identified through a framework which will determine the type of assistance needed with staff empowered to deliver bespoke support required.

Review of current contact to identify key causes of failure demand and remedial action to address root causes and prevent this reoccurring.

## 2. Who may be affected by this policy or proposal?

Robotic processing will not directly affect customers with any protected characteristic – as this will change the way in which work is processed but not the nature of the service being delivered. Automated processes will reduce the need for staff to carry out less complex tasks however staffing reductions will be managed through natural turnover and as such will not directly impact staff.

As our digital offer improves, this will have a beneficial impact for customers as it will improve the ease with which they can self-serve. Customers are already required to self-serve through digital channels following a change to the BCS operating model agreed by cabinet in November 2017. As specific changes are developed, any groups specifically affected will be identified.

## 3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

The changes proposed to achieve savings will not reduce or adversely affect the current service provided to customers but will improve the ease with which customers can access self-service facilities (with assistance where required), reduce processing time and will release capacity in order to deliver more tailored assistance to vulnerable customers ( as failure demand reduces ). As specific changes are identified through development of a new universal access offer, potential impacts of protected groups may arise and will be addressed through a further Equalities Assessment

## 4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age	x		
Sex	x		
Race	x		
Disability	x		
Sexual orientation	x		
Gender reassignment	x		
Religion or belief	x		
Pregnancy or maternity	x		
Marriage	x		

5. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?	x	
Does the policy or proposal relate to an area with known inequalities?	x	
Would the policy or proposal change or remove services used by vulnerable groups of people?		x
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	x	
<p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

A review of Access arrangements was undertaken between Sept 2018 and Jan 2019 and this identified the need to improve aspects of the current self-service offer for residents via the My Account portal. Approximately 45% of visitors to the Customer Services Centre advised that they had tried to resolve their enquiry through other channels, before visiting –including attempts to use self-service facilities such as online systems and attempting to get through on the telephone. Improvements to

address the difficulties that customers are experiencing using self-service facilities including providing computer/device access and assistance to be able to use these facilities where needed should have a positive impact for all protected groups.

The revised offer to vulnerable residents which is being developed as part of the wider customer access review will take account of the specific barriers that are faced when using online services, particularly those who fall into protected groups. For example, this will include those that are digitally excluded i.e. don't have access to facilities and/or do not know how to use online services together with other barriers that some face where even with significant degrees assistance are unlikely to be able to self-serve successfully.

2. For each "protected characteristic" provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state "not applicable".

AGE	
<b>Details of impacts identified</b>	Older people are less likely to be confident in using digital self-service facilities. The newly developed offer to residents will clearly set out the support and help available to them to access self-service facilities and also the arrangements for assisting them where they are unable to self-serve. This may include providing access to facilities, training, and assistance with accessing services including through locality hubs and provision of assistance in peoples' homes where appropriate. Residents that are able to access services themselves by online self service will be diverted to use this method where appropriate in order to prioritise resources to assist those that need additional support
DISABILITY	
<b>Details of impacts identified</b>	People with learning disabilities and those suffering from mental health may find it more difficult to use digital self-service facilities and require assistance or provision of services in a different way. However, in some cases there will be a positive impact through provision of web chat and improved online facilities e.g. in the case of hearing and visual impairment. The newly developed offer to residents will clearly set out the support and help available to them to access self-service facilities and also the arrangements for assisting them or providing services where they are unable to self-serve. This may include providing access to facilities, training, and assistance with accessing services including through locality hubs and provision of assistance in peoples' homes where appropriate. Residents that are able to access services

	themselves by online self service will be diverted to use this method where appropriate in order to prioritise resources to assist those that need additional support
<b>RACE</b>	
<b>Details of impacts identified</b>	People whose first language isn't English may find it more difficult to use digital self-service channels. The newly developed offer to residents will clearly set out the support and help available to them to access self-service facilities and also the arrangements for assisting them where they are unable to self-serve. This may include translation services and facilities through the Council website, training, and assistance with accessing services including through locality hubs. Residents that are able to access services themselves by online self service will be diverted to use this method where appropriate in order to prioritise resources to assist those that need additional support
<b>SEX</b>	
<b>Details of impacts identified</b>	The newly developed offer to residents will clearly set out the support and help available to them to access self service facilities and also the arrangements for assisting them where they are unable to self-serve. This may include providing access to facilities, training, and assistance with accessing services including through locality hub. Residents that are able to access services themselves by online self service will be diverted to use this method where appropriate in order to prioritise resources to assist those that need additional support.
<b>SEXUAL ORIENTATION</b>	
<b>Details of impacts identified</b>	The newly developed offer to residents will clearly set out the support and help available to them to access self service facilities and also the arrangements for assisting them where they are unable to self-serve. This may include providing access to facilities, training, and assistance with accessing services including through locality hubs. Residents that are able to access services themselves by online self service will be diverted to use this method where appropriate in order to prioritise resources to assist those that need additional support.
<b>PREGANCY AND MATERNITY</b>	

<b>Details of impacts identified</b>	The newly developed offer to residents will clearly set out the support and help available to them to access self service facilities and also the arrangements for assisting them where they are unable to self-serve.
<b>RELIGION OR BELIEF</b>	
<b>Details of impacts identified</b>	The newly developed offer to residents will clearly set out the support and help available to them to access self service facilities and also the arrangements for assisting them where they are unable to self-serve. This may include providing access to facilities, training, and assistance with accessing services including through locality hubs. Residents that are able to access services themselves by online self service will be diverted to use this method where appropriate in order to prioritise resources to assist those that need additional support.
<b>GENDER REASSIGNMENT</b>	
<b>Details of impacts identified</b>	The newly developed offer to residents will clearly set out the support and help available to them to access self service facilities and also the arrangements for assisting them where they are unable to self-serve.
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
<b>Details of impacts identified</b>	The newly developed offer to residents will clearly set out the support and help available to them to access self service facilities and also the arrangements for assisting them where they are unable to self-serve.

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

As no negative impacts have been identified – engagement is not considered necessary at this stage, however it is likely that further engagement activities will be required as the new access offer is developed in order to test that it is fit for purpose.

5. Please detail any areas identified as requiring further data or detailed analysis.

A data set providing information on the breakdown of types of customers together with potentially protected groups will be captured and collated in order to inform development of the new access offer to Brent residents.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

Any remaining negative impacts will be identified and justified through another EA following development of the new access offer.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

A further EA will be carried out when the new access offer is developed further, including arrangements in place for vulnerable customers and those that will need assistance/support to self-serve.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

There are no further actions identified as this stage but will likely be identified through a further EA on development of the revised access offer.

## SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>x</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date
Undertake EA of new universal access offer and offer to vulnerable residents	To ensure that the revised access offer does not adversely impact on any protected group and develop any associated action plan	Sally Hodgson	April – May 2019

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

<b>OFFICER:</b>	Sally Hodgson
<b>REVIEWING OFFICER:</b>	
<b>HEAD OF SERVICE:</b>	Margaret Read ( Operational Director )

### RES005 Customer services staff rationalisation

<b>Reference:</b>	RES005
<b>Service(s):</b>	Customer Services
<b>Lead Member(s):</b>	Cllr Southwood

<b>Policy Proposals:</b>	Staff rationalisation following transfer of Council Tax to in house provision following expiry of Capita contract in May 2019.
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### Financial and Staffing Information

2017/18	
<b>Total budget for the service(s) £'000:</b>	11,688
<b>Total post numbers in the services(s) (FTE):</b>	263.15

	2019/20	2020/21
	£'000	£'000
<b>Budget implications:</b>	200	
	FTE	FTE

<b>Proposed staffing reduction</b>	0	5
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### **Proposed saving**

Staff rationalisation following transition of service to in house provision in 2019.

### **How would this affect users of this service?**

Reductions will require acceleration of channel shift and thus less resident access to resolve enquiries by phone or face to face. See RES003 & RES004

### **Key milestones**

Restructure of service

- Consultation Nov 2019
- Consultation closes Dec 2019
- Full Implementation by March 2020

### **Key consultations**

Staff affected

### **Key risks and mitigations**

#### **Risks**

Consideration has been given to bringing forward this saving of £200K from 2020/21 to 2019/20 however this is not recommended as this would place the Council Tax service at significant risk of becoming destabilised and a consequential risk of reduction to Council Tax collection. The Council Tax service has been outsourced since 1995 and significant efforts will be required to integrate this back to in house provision, harmonise staffing, develop staff, redesign processes and develop the system expertise within Digital services.

Decline in Council Tax collection

Backlogs of work arise

Decline in resident satisfaction with service

#### **Mitigation**

Reduction in contacts prior to restructure by channel shift

Review of processes to streamline and automate where possible.

Improve customer journey when using on line facilities and act on feedback provided.

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	Y
Particular ethnic groups	Y
Men or Women (include impacts due to pregnancy/maternity)	Y
People of particular sexual orientation/s	Y
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	Y
People in particular age groups	Y
Groups with particular faiths/beliefs	Y
Marriage / civil partnership	Y

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	Yes
EIA to be completed by:	Richard Vallis/ Neil Gann
Deadline:	<i>If agreed, TBD</i>

Lead officer for this proposal:	Margaret Read
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#### RES001 Legal savings - Demand management

<b>Reference:</b>	RES001
<b>Service(s):</b>	Resources- Legal Services
<b>Lead Member(s):</b>	Cllr McLennan

<b>Policy Proposals:</b>	Demand Management and income generation: Realising the impact of the Impower demand management review and income generation through raising new and existing fees and charges.
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#### Financial and Staffing Information

<b>2017/18</b>	
<b>Total budget for the service(s) £'000:</b>	3,183
<b>Total post numbers in the services(s) (FTE):</b>	50.5

	<b>2019/20</b>	<b>2020/21</b>
	£'000	£'000
<b>Budget implications:</b>	50	50
	FTE	FTE

<b>Proposed staffing reduction</b>	0	0.4
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**How would this affect users of this service and what are the key risks and mitigations?**

- Reduce support for contract and procurement activity – no longer routinely provide advice on contracts which do not require formal tendering in accordance with the council's standing orders.

This might (subject to detailed consideration) enable the deletion of a 0.4 post or enable the undertaking in house of work that would otherwise be placed externally with more expensive providers. This would mean increased risk for the council in respect of these contracts and shift work to managers and/or the procurement team. Legal Services will provide a suite of basic contract and advice documents to support this.

- Increase in charges for work charged to 3rd parties (s106, s278, residential property work) and establish new 3rd party charges for some commercial property areas.
- Other Demand Management project savings.

This is very uncertain. Reductions in demand are likely to be spread thinly across many posts undertaking different types of legal work. The effect is likely to be increased resilience rather than an ability to delete specific posts. There may be a reduction in spend on external counsel's fees due to increased in-house capacity.

**Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	N
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EIA to be completed by:	In the event that a .4 post is deleted, an equality assessment will be undertaken in accordance with the council's Organisational Change policy.
Deadline:	

Lead officer for this proposal:	Debra Norman
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## Council Tax

Overall Council Tax increase of 3.99%

### EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	To increase Council tax by 3.99% in 2020/21
<b>DEPARTMENT:</b>	Council Wide
<b>TEAM:</b>	n/a
<b>LEAD OFFICER:</b>	n/a
<b>DATE:</b>	12 December 2019

### SECTION A – INITIAL SCREENING

8. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

The Council is required to make significant savings in order to deliver a legally required balanced budget. In order to help overcome this it is proposed to increase Council Tax by 3.99%, where 2% is ring fenced for Adult Social Care and 1.99% is a general increase. This is the maximum increase allowed by government. The proposal will generate an additional £4.9m of recurring income for the Council and therefore avoid having to make further savings to key council services such as adult social care, children's services, etc.

This will impact on all residents within Brent who are eligible to pay Council Tax. Under the changes that are being made to local government funding there is more emphasis on generating more funding locally (i.e. becoming more self-determinant). This proposal is linked to one aspect of local government funding where the Council has some discretion to raise additional funds by increases to Council Tax.

9. Who may be affected by this policy or proposal?

All households in Brent, apart from those eligible for 100% Council Tax discount.

The increase by band and the number of properties affected are shown below.

Band	Amount payable in 2019/20	Amount payable in 2020/21	Increase per annum	Increase per month	Increase per week	Total number of

	(Brent share)	(Brent share)				dwellings affected
A	£841.56	£875.16	£33.60	£2.80	£0.65	5,759
B	£981.82	£1,021.02	£39.20	£3.27	£0.75	13,154
C	£1,122.08	£1,166.88	£44.80	£3.73	£0.86	36,928
D	£1,262.34	£1,312.74	£50.40	£4.20	£0.97	35,265
E	£1,542.86	£1,604.46	£61.60	£5.13	£1.18	22,242
F	£1,823.38	£1,896.18	£72.80	£6.07	£1.40	6,415
G	£2,103.90	£2,187.90	£84.00	£7.00	£1.62	3,410
H	£2,524.68	£2,625.48	£100.80	£8.40	£1.94	247

If this proposal is approved it will affect all households in Brent's 123,420 residential dwellings, that will see their Council Tax bills increase, unless they are eligible for 100% Council Tax support. Currently, approximately 15% (19,019 households out of the 123,420) of households in Brent receive full or partial Council Tax support, which means that they will receive full or partial protection from the increase. In addition, those households where there is one eligible adult resident or less (35,355 households), a reduction of up to 50% on their bill will be due.

The Council Tax increase will mean that the budget of Adult Social Care services will grow by a further £2.5m which will enable the service to meet increasing demand of current and future service users who are among the most vulnerable members of Brent's community. This is a positive impact.

10. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes. This proposal will have both positive and negative impacts on some equality groups. However, since the council tax is applicable to all properties it is not considered that the increase targets any one particular group rather it is an increase that is applied across the board. At the same time because the increase is applied to all properties it is not possible to exempt any particular groups. However, on the latter point there is a council tax support scheme that offers support to vulnerable people and people on low incomes.

11. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race		X	
Disability		X	
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		X	

12. Please complete **each row** of the checklist with an "X".

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?	X	
Does the policy or proposal relate to an area with known inequalities?		X
Would the policy or proposal change or remove services used by vulnerable groups of people?		X
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	X	
<p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p>		

## SECTION B – IMPACTS ANALYSIS

13. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

The council has analysed the statutory council tax base return which shows the total number of households that are required to pay council tax and the households who are eligible for council tax support.

Other than this is not possible to conduct further impact analyses as the proposed Council Tax increase will affect households in Brent in different ways based on their financial circumstances. However low income households are likely to be protected as they will see increases in their Council Tax support which will either offset in full or partially this increase. The council tax support scheme is also proposed to be reviewed and further analysis on the cumulative impact will be assessed as part of the modelling of the new scheme design.

14. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

<b>AGE</b>	
<b>Details of impacts identified</b>	N/A
<b>DISABILITY</b>	
<b>Details of impacts identified</b>	N/A
<b>RACE</b>	
<b>Details of impacts identified</b>	N/A
<b>SEX</b>	
<b>Details of impacts identified</b>	N/A
<b>SEXUAL ORIENTATION</b>	

<b>Details of impacts identified</b>	N/A
<b>PREGANCY AND MATERNITY</b>	
<b>Details of impacts identified</b>	N/A
<b>RELIGION OR BELIEF</b>	
<b>Details of impacts identified</b>	N/A
<b>GENDER REASSIGNMENT</b>	
<b>Details of impacts identified</b>	N/A
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
<b>Details of impacts identified</b>	N/A

15. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

16. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Yes to both. Significant engagement/ consultation has taken place since October 2018 and more is planned in January and February ahead of the decision being made by full council on 25 February 2019.

17. Please detail any areas identified as requiring further data or detailed analysis.

None required

18. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

If the proposal is rejected, the Adult Social Care budget will not grow by £2.5m, which could pose challenges to the service to meet growing demand of current and future service users. Failure to meet the increasing demand and diverse needs of current and future service users would have a potential negative impact on those most at need.

The 1.99% increase in Council Tax for general use should have a positive impact on some equality groups as it prevents an additional reduction of £2.4m in the Council's budget. Without a specific alternative proposal the exact benefit to specific groups of residents, staff and external stakeholders is uncertain, but a reduction in budget at short notice will limit the scope of the Council to reduce the impact on services used by vulnerable groups of people.

While the Council Tax proposal will increase the financial pressure on some households, the Council Tax support scheme will partially or fully mitigate this impact for those households who are living on low incomes and are eligible for Council Tax support. Further, single households will have the impact mitigated by the 25% discount offered to single households.

19. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

If the Council Tax proposal is approved, the Council will continue to monitor the impact on equality groups to ensure that any unexpected consequences and/or adverse impact are promptly identified and mitigated. This will take place when the new council tax support scheme is implemented.

The existing powers under Section 13A of the Local Government Act 1992 allow the Council to reduce Council Tax by up to 100%. The process for applying is detailed on the Council's website.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

It is proposed to continue with the proposal despite the negative equality impacts. The reason for this is that the Council Tax increase will help to protect front line services. The Council Tax increase proposed is equivalent to approximately £4.9m of additional funding. If this funding was not available, services such as Adult Social Care and Children's Social Care would have to be significantly reduced.

Brent has processes in place for applying a Council Tax support/reduction/exemption to those eligible, therefore whilst this increase will impact across the board, it is anticipated that the impact will be proportionate dependent on an individual's circumstances and whether they receive a Council Tax support/reduction/exemption.

## SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>X</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date
Review impact of council tax increase at the same time as the implementation of the new council tax support scheme.	Better understanding of negative impacts, which can be mitigated as part of the implementation of the new scheme design	Troy Francis	April – June 2020

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

<b>OFFICER:</b>	Leigh Wood
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<b>REVIEWING OFFICER:</b>	David Graaff
<b>HEAD OF SERVICE:</b>	Asha Vyas

## **2021/22 – 2022/23 budget proposals**

### **Community Wellbeing**

#### **Improved Reablement Offer 2021-23 CWB 001**

#### **EQUALITY ANALYSIS (EA)**

<b>POLICY/PROPOSAL:</b>	CWB 001 Improved and Effective Reablement Offer for residents discharged from hospital
<b>DEPARTMENT:</b>	Adult Social Care
<b>TEAM:</b>	Reablement Team
<b>LEAD OFFICER:</b>	Sunny Mehmi
<b>DATE:</b>	13 <sup>th</sup> November 2019

#### **SECTION A – INITIAL SCREENING**

7. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Delivering the outcomes of the review undertaken by Newton Europe in March 2019. The outcome of the review were through a more effective and comprehensive reablement offer:

- the service would be able to support higher needs residents
- discharge resident sooner than the current timeframe
- improve links with hospital and community social care team to improve resident journey; and
- reduce or not require any ongoing packages of homecare

A further savings amount has been identified through reducing the contribution that the local authority makes to the rehab (health) element of the service.

8. Who may be affected by this policy or proposal?

Residents who have reablement opportunities.

Staff within the reablement service.

9. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

This proposal has no relevance to equality and the council's public sector equality duty.

The service is open to all adult residents in the Borough who have potential reablement opportunities. The improvements/developments in the service will be

across the universal offer and not effect a specific cohort/group of the population or result in an inequality to a cohort/group.

10. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race		X	
Disability		X	
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		X	

11. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?		X
Does the policy or proposal relate to an area with known inequalities?		X
Would the policy or proposal change or remove services used by vulnerable groups of people?		x
Has the potential for negative or positive equality impacts been identified with this policy or proposal?		x
<b>If you have answered YES to ANY of the above, then proceed to section B.</b> <b>If you have answered NO to ALL of the above, then proceed straight to section D.</b>		

## SECTION B – IMPACTS ANALYSIS

19. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

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20. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	
DISABILITY	
Details of impacts identified	
RACE	
Details of impacts identified	
SEX	
Details of impacts identified	
SEXUAL ORIENTATION	
Details of impacts identified	

PREGANCY AND MATERNITY	
Details of impacts identified	
RELIGION OR BELIEF	
Details of impacts identified	
GENDER REASSIGNMENT	
Details of impacts identified	
MARRIAGE & CIVIL PARTNERSHIP	
Details of impacts identified	

21. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

22. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

23. Please detail any areas identified as requiring further data or detailed analysis.

24. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

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25. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

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## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

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## SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>x</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date


## SECTION F – SIGN OFF

<b>OFFICER:</b>	
<b>REVIEWING OFFICER:</b>	
<b>HEAD OF SERVICE:</b>	Sunny Mehmi

### Placement Review 2021-23 CWB 003

## EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	CWB 003 Placement Review
<b>DEPARTMENT:</b>	Adult Social Care
<b>TEAM:</b>	Residential and Nursing Team
<b>LEAD OFFICER:</b>	Andrew Davies, Head of Commissioning, ASC
<b>DATE:</b>	5 <sup>th</sup> December 2019

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

There are currently c. 180 residential or nursing care placements that cost the council over £1,000 per week.

Placements are to be reviewed as part of the NAIL programme, to determine whether people could be moved to less restrictive placements, or whether there is any scope for fee reduction based on need and care provided.

For some service users, they will be supported to move into new placements, better suited to their needs, but that also deliver a financial saving to the council; other placements will be subject to fee negotiation, if the client is unable to move, but where it is felt a fairer price for the service can be negotiated.

2. Who may be affected by this policy or proposal?

Adult Social Care service users living in residential or nursing placements, or high cost supported living placements.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes. All of the people affected by this proposal have a disability, which will need to be taken into account when considering the impact of moving someone to another service. People will not be moved if it is felt that it is not going to be in their best interests or would have a detrimental impact on them because of their disability. The primary aim of moving someone from one placement to another is to move them to a service that better meets their needs that have arisen because of their disability.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race		x	
Disability	X		
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		x	

5. Please complete **each row** of the checklist with an "X".

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?	x	
Does the policy or proposal relate to an area with known inequalities?	x	
Would the policy or proposal change or remove services used by vulnerable groups of people?		x
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	x	
<b>If you have answered YES to ANY of the above, then proceed to section B.</b> <b>If you have answered NO to ALL of the above, then proceed straight to section D.</b>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

ASC keeps up to date records of all placements in residential, nursing and supported living services, the cost of those placements and the primary disability for the person in those services. This has enabled us to identify the high cost placements to focus our review work on, as well as those placements to target for price negotiation where it has been identified that it would not be in the individual best interests to move placement.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	None
DISABILITY	
Details of impacts identified	The proposal will have an impact on disability, in so much that all of the people affected by the proposal are living in a residential or nursing care setting because of their disability. By looking at different options for care in less restrictive settings, the proposal will give people more choice and control over how they receive their care and support and should help to promote independence for those who are able to live in less restrictive settings. Nobody will be moved to another care setting without a review, which will assess their care needs and match those to service best able to meet those needs. If a person cannot be moved, the council will seek to re-negotiate the cost of their existing placement so it better reflects assessed care needs.
RACE	
Details of impacts identified	None
SEX	
Details of impacts identified	None

SEXUAL ORIENTATION	
Details of impacts identified	None
PREGANCY AND MATERNITY	
Details of impacts identified	None
RELIGION OR BELIEF	
Details of impacts identified	None
GENDER REASSIGNMENT	
Details of impacts identified	None
MARRIAGE & CIVIL PARTNERSHIP	
Details of impacts identified	None

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Engagement is done on an individual basis with service users, their families and friends and advocates, rather than wider consultation with all people in services.

5. Please detail any areas identified as requiring further data or detailed analysis.

None.
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6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

N/A
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7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

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### SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

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### SECTION D – RESULT

Please select one of the following options. Mark with an "X".		
A	CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED	x
B	JUSTIFY AND CONTINUE THE POLICY/PROPOSAL	
C	CHANGE / ADJUST THE POLICY/PROPOSAL	
D	STOP OR ABANDON THE POLICY/PROPOSAL	

### SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

<b>OFFICER:</b>	Andrew Davies, Head of Commissioning
<b>REVIEWING OFFICER:</b>	
<b>HEAD OF SERVICE:</b>	Andrew Davies, Head of Commissioning

Deprivation of Liberty Safeguards (DoLS) provision 2021-23 CWB 004

## EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	CWB 004 Deprivation of Liberty (DoLS) – Best Interest Assessors Role
<b>DEPARTMENT:</b>	Community Wellbeing – Adult Social Care
<b>TEAM:</b>	Safeguarding Adults and DoLS
<b>LEAD OFFICER:</b>	Georgina Diba, Head of Safeguarding and Transformation
<b>DATE:</b>	18.11.2019

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

<p>The change proposed to is to have our permanent staff undertake the Best Interest Assessor (BIA) Role, as opposed to outsourcing this via BIAs externally at a cost of £250.000 per case. This would bring savings to the Council, in addition to practice improvements for those staff trained and act as an incentive for recruitment and retention.</p> <p>In detail: The Deprivation of Liberty Safeguards requires six assessments to be undertaken on each case. In Brent, three of these are commissioned to an external Section 12 Doctor, while the remaining three are commissioned to an external Best Interest</p>
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Assessors (BIA). The current remuneration to external BIAs is approximately £250.00 per assessments, with some variation due to travel or location outside of London. Section 12 Doctors are not employed by the Council and our insurance / liability makes employing a medical professional directly not viable; the only alternative is with the shift to Liberty Protection Safeguards (LPS), CCGs / Hospitals would also be utilising S12 Doctors and could be employed directly by our health partners that we could use through S75 agreement or joint commissioning, at a potential reduced rate to current.

Brent Council previously invested in staff to undertake training as a best interest assessor. These courses are accredited and cost approximately £1550 for a five-day course. Brent currently have a very limited pool of practitioners trained to undertake this role as follows: 3 social workers, 2 safeguarding adult's managers, and two team managers. Many staff who previously undertook are no longer believed to be working in Brent.

In order to commission a sufficient pool of individuals to undertake these assessments, while reducing impact on current caseloads, it is envisioned 14 BIAs would be required to be in place, undertaking three to four assessments per month.

Benefits:

- Skilled ability to work with mental capacity and best interests improve wider practice in the teams
- Improved flexibility of cover during periods of sickness or leave
- Staff incentivised for career development – leading to training in new role for Liberty of Protection Safeguards (LPS)

It is also important to note that new legislation is coming which changes the DoLS to the new Liberty of Protection Safeguards (LPS). The BIA role will be changed to Approved Mental Capacity Practitioners (AMCP). This is expected for implementation in September 2020 and training before this time for the new AMCP role; this presents an ideal opportunity to train the workforce before the new legislation comes into effect.

2. Who may be affected by this policy or proposal?

Internal staff will have the opportunity to further develop their skills, practice and career potential. Training in the new LPS and as an AMCP widens the opportunities available.

There is no impact on residents, our service users or carers. The changes is solely about reducing the external commissioning of BIAs and giving this opportunity to our staff. The role, and the assessments to be completed, are set by legislation and guidance which are not changing.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

The change does not have relevance to the equality nor the council's public sector equality duty. As noted above there is no impact to residents, and particularly those who would be subject to a Deprivation of Liberty Safeguards authorisation, through the proposed change. The change is solely around providing this role and the requirements through our internal staff as opposed to temp/ agency staff.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		x	
Sex		x	
Race		x	
Disability		x	
Sexual orientation		x	
Gender reassignment		x	
Religion or belief		x	
Pregnancy or maternity		x	
Marriage		x	

5. Please complete **each row** of the checklist with an "X".

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?		x
Does the policy or proposal relate to an area with known inequalities?		x
Would the policy or proposal change or remove services used by vulnerable groups of people?		x
Has the potential for negative or positive equality impacts been identified with this policy or proposal?		x
<b>If you have answered YES to ANY of the above, then proceed to section B.</b> <b>If you have answered NO to ALL of the above, then proceed straight to section D.</b>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

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2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	
DISABILITY	
Details of impacts identified	
RACE	
Details of impacts identified	
SEX	
Details of impacts identified	
SEXUAL ORIENTATION	
Details of impacts identified	
PREGANCY AND MATERNITY	
Details of impacts identified	

RELIGION OR BELIEF	
Details of impacts identified	
GENDER REASSIGNMENT	
Details of impacts identified	
MARRIAGE & CIVIL PARTNERSHIP	
Details of impacts identified	

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

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4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

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5. Please detail any areas identified as requiring further data or detailed analysis.

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6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

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7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

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### SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

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### SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>x</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	


### SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date

### SECTION F – SIGN OFF

Please ensure this section is signed and dated.

<b>OFFICER:</b>	
<b>REVIEWING OFFICER:</b>	
<b>HEAD OF SERVICE:</b>	18.11.2019 

## Community Care recommissioning 2021-23 CWB 005

### **EQUALITY ANALYSIS (EA)**

<b>POLICY/PROPOSAL:</b>	CWB 005 Community Care Recommissioning
<b>DEPARTMENT:</b>	Adult Social Care
<b>TEAM:</b>	Community and Prevention Team
<b>LEAD OFFICER:</b>	Andrew Davies, Head of Commissioning, ASC
<b>DATE:</b>	5 <sup>th</sup> December 2019

### **SECTION A – INITIAL SCREENING**

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Adult Social Care plans to recommission external day care provision, restructuring provision into a new, lower cost model of care and include Public Health outcomes into a new model of delivery.

Day care in Brent is commissioned according to an old fashioned and out of date model. The majority of provision is expensive, building based and does not offer choice and control to service users. Additionally, there is an over provision of traditional day care in Brent, meaning that providers are not transforming their services, and often wish to increase their costs for the Council to make up for low take up of their services.

The commissioning service are working with providers to redesign services into new models of care that supports more choice and control and promotes less building based provision. Public Health outcomes will also be built into the recommissioned service.

2. Who may be affected by this policy or proposal?

Adult Social Care service users that attend day centres, as well as future service users.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes. The majority of people (but not all) who attend day services have a disability, which will need to be taken into account when considering the impact of re-commissioning services. The two main groups of service users are older people and people with a learning disability.

4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age	X		
Sex		X	
Race		x	
Disability	X		
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		x	

4. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?	x	
Does the policy or proposal relate to an area with known inequalities?	x	
Would the policy or proposal change or remove services used by vulnerable groups of people?	x	
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	x	
<b>If you have answered YES to ANY of the above, then proceed to section B.</b> <b>If you have answered NO to ALL of the above, then proceed straight to section D.</b>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

We have a significant amount of data to inform this work, but it is still being analysed to inform commissioning options. We are looking numbers of service users using day care services, where they live and travel to day care, the disability of individuals and whether they need transport to attend services. Ethnicity of service users is also being analysed, to inform decisions around cultural sensitive in commissioning services, and whether we should continue to commission culturally specific services.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

<b>AGE</b>	
<b>Details of impacts identified</b>	Older people will continue to be significant users of day services, but the plan will be to broaden the offer to them so that services are better tailored to need. Options are still to be developed, but options for older people will continue to be central to the ASC offer.
<b>DISABILITY</b>	
<b>Details of impacts identified</b>	ASC commissions day services for people with disabilities, and this project is designed to commission services that meet the needs of people in the service now, but also identifying and commissioning services for future service users. There will be changes to services, but people with disabilities will be consulted and involved in the co-design of services, so that they have an input into design and commissioning.
<b>RACE</b>	
<b>Details of impacts identified</b>	None
<b>SEX</b>	
<b>Details of impacts identified</b>	None
<b>SEXUAL ORIENTATION</b>	
<b>Details of impacts identified</b>	None
<b>PREGANCY AND MATERNITY</b>	

<b>Details of impacts identified</b>	None
<b>RELIGION OR BELIEF</b>	
<b>Details of impacts identified</b>	None
<b>GENDER REASSIGNMENT</b>	
<b>Details of impacts identified</b>	None
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
<b>Details of impacts identified</b>	None

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Engagement is done on an individual basis with service users, their families and friends and advocates. Further engagement will also be undertaken as proposals are developed – they will need to be consulted on.

5. Please detail any areas identified as requiring further data or detailed analysis.

None.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

N/A

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

Ongoing consultation and engagement with service users, families and staff.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

We do not anticipate any negative impacts on equalities considerations as a result of this project. Inevitably with change, particularly where it involves longstanding services that haven't changed in many years, people will not necessarily be supportive. Much of the work with this project will be focussed on service user engagement so that people input into the changes and are well informed before they take place. But, there is no plan to change the proposal because of equalities considerations.

## SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>x</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

<b>Action</b>	<b>Expected outcome</b>	<b>Officer</b>	<b>Completion Date</b>


## SECTION F – SIGN OFF

<b>OFFICER:</b>	Andrew Davies, Head of Commissioning
<b>REVIEWING OFFICER:</b>	
<b>HEAD OF SERVICE:</b>	Andrew Davies, Head of Commissioning

### Properties to relieve Temporary Accommodation 2021-23 CWB 006

## EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	CWB 006 Additional properties obtained which reduce demand for Temporary Accommodation
<b>DEPARTMENT:</b>	Housing
<b>TEAM:</b>	Housing Needs
<b>LEAD OFFICER:</b>	Laurence Coaker
<b>DATE:</b>	21 November 2019

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Additional housing stock is expected to become available through the Council New Build programme, which can be used to provide permanent properties for a significant number of homeless households currently in Temporary Accommodation (TA).

The council are also redeveloping a former care home “Knowles House”. When the development is completed, the new building will provide a council owned, in-house TA resource to use as TA for homeless households, reducing the costs of obtaining accommodation from external providers

This means more families could stay in Brent, and fewer families would need to move to poor quality and expensive out of borough Temporary Accommodation.

2. Who may be affected by this policy or proposal?

Homeless households who are owed a duty by the council to secure suitable accommodation under the Housing Act 1996 part 7 (S188 and S193)

3. Is there relevance to equality and the council’s public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes, as within the cohort of people accessing this service some protected groups are over-represented compared to the borough as a whole.

This is due to the criteria through which priority need is established under the relevant legislation: for example, a household may be regarded as being in priority need owing to age, to a physical disability or mental health condition or to pregnancy. It is also an effect of poverty and disadvantage: some ethnic groups, for example Black Africans, are over-represented among homeless households. Black Africans make up 21% of current accepted homeless households compared to 7.9% in the wider borough (Source: 2016 population from GLA).

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race		X	
Disability	X		
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		X	

5. Please complete **each row** of the checklist with an "X".

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?	X	
Does the policy or proposal relate to an area with known inequalities?	X	
Would the policy or proposal change or remove services used by vulnerable groups of people?	X	
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	X	
<b>If you have answered YES to ANY of the above, then proceed to section B.</b> <b>If you have answered NO to ALL of the above, then proceed straight to section D.</b>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

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2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	No adverse impact identified
DISABILITY	
Details of impacts identified	Both the new Knowles House and the new supply of social housing will increase supply of accommodation suitable for disabled households.
RACE	
Details of impacts identified	No adverse impact identified
SEX	
Details of impacts identified	No adverse impact identified
SEXUAL ORIENTATION	
Details of impacts identified	No adverse impact identified
PREGANCY AND MATERNITY	

<b>Details of impacts identified</b>	No adverse impact identified
<b>RELIGION OR BELIEF</b>	
<b>Details of impacts identified</b>	No adverse impact identified
<b>GENDER REASSIGNMENT</b>	
<b>Details of impacts identified</b>	No adverse impact identified
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
<b>Details of impacts identified</b>	No adverse impact identified

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Yes

5. Please detail any areas identified as requiring further data or detailed analysis.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

Will be monitored in line with the council's Allocation Scheme and statutory reporting requirements to relevant agencies. Also by way of operational meetings.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

These proposals will introduce more options for households to access suitable accommodation and ease the burden on TA. They will result in an increase in the number of dwellings available for those with accessibility needs.

## SECTION D – RESULT

*Please select one of the following options. Mark with an "X".*

<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>X</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

<b>Action</b>	<b>Expected outcome</b>	<b>Officer</b>	<b>Completion Date</b>

## SECTION F – SIGN OFF

<b>OFFICER:</b>	
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<b>REVIEWING OFFICER:</b>	
<b>HEAD OF SERVICE:</b>	Laurence Coaker

### CWB013 New Accommodation for Independent Living (NAIL)

<b>Reference:</b>	CWB013
<b>Service(s):</b>	NAIL
<b>Lead Member(s):</b>	Cllr Farah

<b>Savings Proposals:</b>	Increasing NAIL provision to support more users, but also developing provision to support higher need users and support some users who would have gone into nursing care.
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### Financial and Staffing Information

2018/19	
<b>Total budget for the service(s) £'000:</b>	<b>11,000</b>
<b>Total post numbers in the services(s) (FTE):</b>	<b>0</b>

	2019/20	2020/21
	£'000	£'000
<b>Proposed saving:</b>	0	2,000
	FTE	FTE
<b>Proposed staffing reduction</b>	0	0

### Proposed savings

Despite successful demand management within ASC, the number of people requiring and who are eligible for services is increasing. Therefore we are proposing increasing the number of NAIL units we develop to help mitigate the cost pressure of this demand, but also developing specialist provision to cater for people who might otherwise have needed nursing care.

### How would this affect users of this service?

Outcomes for individuals in residential and nursing care and poor – lower life expectancy and poorer quality of life. Individuals who are supported in their own accommodation and who remain in the community have much better outcomes, therefore the impact on service users will be positive.

### Key milestones

Identification of additional sites suitable for building or converting into 40+ unit extra care facilities. An additional 59 units of high support NAIL will be required to achieve the savings target.

Once identified, the process for designing, building and managing the construction process will need to be followed, alongside the commissioning of a care provider, identification of suitable individuals to move and individual reviews for all of the identified people.

### **Key consultations**

Individual consultation will be required with identified individuals, and with their families. Depending on the sites located, consultation with neighbours or the community through the planning process may be required.

### **Key risks and mitigations**

Risk involve time delays and unexpected cost when developing provisions. NAIL has been running successfully for 2 years and there has been a lot of useful learning in this time that helps us to mitigate these risks. This includes the use of the HCIB board to monitor the progress of projects with a cross council board who can progress issues if required, stronger relationships between different departments within the Council and stronger project management tools and resources.

### **Equality impact screening**

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	N
Particular ethnic groups	N
Men or Women (include impacts due to pregnancy/maternity)	N
People of particular sexual orientation/s	N
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	N
People in particular age groups	N
Groups with particular faiths/beliefs	N
Marriage / civil partnership	N

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Helen Woodland
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## Children and Young People

### Clawback of unused Direct Payments 2021-23 CYP 001

#### EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	Budget Option Information CYP001
<b>DEPARTMENT:</b>	CYP
<b>TEAM:</b>	Localities
<b>LEAD OFFICER:</b>	Stephen Gordon
<b>DATE:</b>	16/12/2019

#### SECTION A – INITIAL SCREENING

12. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Implementation of card payments for Direct Payment clients means the service will be able to reclaim unused or overpaid funds immediately, using the same approach taken within Adult Social Care. For a variety of reasons direct payments may no longer be required by a family for the purposes of supporting their child. At present there is a risk that payments can continue for several months before they are amended. The card system will allow officers to identify overpayments and reclaim these rapidly.

CWD Direct Payments value £500k per year. A 5% clawback rate would equal £25K.

13. Who may be affected by this policy or proposal?

This policy will affect the families who are allocated direct payments to meet the assessed needs of their children. For a variety of reasons the families may no longer require these payments or do not use the direct payments resource allocation in line with the agreement signed.

14. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

The service provides direct payments to meet the assessed need of children and young people with different abilities. Therefore the current policy is relevant to equality and the council's public sector equality duty towards the children and young adults who are disabled in the borough.

15. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT
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	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race		X	
Disability			X
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		X	

16. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?	X	
Does the policy or proposal relate to an area with known inequalities?	X	
Would the policy or proposal change or remove services used by vulnerable groups of people?	X	
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	X	
<b>If you have answered YES to ANY of the above, then proceed to section B.</b> <b>If you have answered NO to ALL of the above, then proceed straight to section D.</b>		

## SECTION B – IMPACTS ANALYSIS

26. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

<p>Payment cards have been distributed to families.</p> <p>Letter informing the families about the clawback scheme and reminding them of the council’s duty to audit, monitor and review payment, to be sent out between January and March. There will be a number of local surgeries will be arranged to enable parents to feed back.</p> <p>Fully implement the payment by card scheme in April 2020.</p> <p>Clawback will start in April 2020.</p> <p>Measure impact during 2020/21.</p>
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27. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

<b>AGE</b>	
<b>Details of impacts identified</b>	There is no impact. The children and young people with assessed needs will continue to receive support as detailed in the legislation.
<b>DISABILITY</b>	
<b>Details of impacts identified</b>	Some of the children and families who are not using the direct payment in line with the service agreement will see their payment reduced or cancelled. More appropriate support will be offered to families, which may include activities in the community, play schemes or care at home depending on the review of their assessment.
<b>RACE</b>	
<b>Details of impacts identified</b>	There is no impact in relation to race
<b>SEX</b>	
<b>Details of impacts identified</b>	There is no impact in relation to sex
<b>SEXUAL ORIENTATION</b>	
<b>Details of impacts identified</b>	There is no impact in relation to sexual orientation
<b>PREGANCY AND MATERNITY</b>	
<b>Details of impacts identified</b>	There is minimal impact as some of the mothers of disabled children and young people may be pregnant when we implement this policy.

RELIGION OR BELIEF	
Details of impacts identified	There is no impact in relation to religion or belief.
GENDER REASSIGNMENT	
Details of impacts identified	There is no impact in relation to gender reassignment
MARRIAGE & CIVIL PARTNERSHIP	
Details of impacts identified	There is no impact in relation to marriage and civil partnership.

28. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

The impact identified is not unlawful under the Equality Act 2010

29. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

The parents sign a direct payment agreement where the expectation of how to use the direct payment and Council's responsibility are clearly outlined. Letters will be sent out to all families receiving direct payments informing them about this policy.

30. Please detail any areas identified as requiring further data or detailed analysis.

This is the first time that it is being done. The Council will run a regular report to monitor the spent and usage of direct payments fund. If a family has more than 8 weeks of direct payment in the account the difference will be clawed back.

For example

Parent receive £100.00 per week = £400.00 per month

8 weeks = £800.00

Parent account balance is £2000.00 as of the date of the review

Council claws back the difference of £1200.00 (£2000.00 - £800.00 = £1200.00)

31. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

There will be limited negative impact as the parents will still be left with the necessary funds to cover the expenses that they may have accrued. The purchase Order and payment will continue at the same level even after the clawback until a review of needs and care package. This will impact on the relationship of the parent with the council, however the officers will work closely with the family to minimise impact on children and families. Where necessary the council will offer other services to meet the assessed needs of the children, young adults and their families. All the proposed actions outlined in the policy are in line with the service agreement and legislation.

32. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

Officers will run regular monitoring reports. For the families where the underspend of the care package is significant, an urgent review will be carried out to ensure that the needs of children, young adults and their carers are assessed, explore the reasons why the underspend has occurred and work with the families to decide the best way to meet the assessed needs.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

Parents may not use the direct payment for a variety of reasons. The council has a duty to monitor, review and claw back any unspent care package which more than 8 weeks as detailed in the example above. This will have a negative impact as this is the first time that the council is implementing this policy, and the family will need to be informed and the message about the usage of direct payment reinforced. The families will be informed in advance about the action of the Council and given time to explain the reasons for the underspend before any claw back. This may lead to review of the care package and more appropriate support offered to the families, i.e. Care at Home support or activities in the community.

## SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>X</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date
Letters informing the families about the implementation of this policy	Families to be made aware	Mirjan Dhamo	10/01/2019
Finance Officer to run direct payments report to identify families with over 8 weeks of unspent direct payment	Officers to identify families and write letters to them.	Christian Obande/Finance	Quarterly
Officers to contact families and seeks clarity about the unspent direct payment.	Families to be given the opportunity to explain their situation and agree an action plan.	Shaun West/John Murphy	Quarterly
Officers in social care and finance to review regularly the claw back.	Officers to have a better understanding of the savings and impact on families and budget forecast.	Mirjan Dhamo/Stephen Gordon/Hemma Shah	Quarterly

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

<b>OFFICER:</b>	Hemma Shah
<b>REVIEWING OFFICER:</b>	Mirjan Dhamo
<b>HEAD OF SERVICE:</b>	Stephen Gordon

Short Break Centre 2021-23 CYP 002

## EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	Short Break Centre- Sell available beds
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<b>DEPARTMENT:</b>	CYP2
<b>TEAM:</b>	Localities
<b>LEAD OFFICER:</b>	Stephen Gordon
<b>DATE:</b>	16/12/2019

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

It is proposed that existing spare capacity of respite beds/nights at the Short Break Centre (SBC) will be sold to neighbouring authorities at market rates. The intention is to sell the beds at £730 per night for planned stays and £910 for emergency bookings. Selling the nights will reduce voids at relatively low marginal cost as payments for the management, building and other operational costs are within the existing budget.

2. Who may be affected by this policy or proposal?

There should be a minimal impact on users of the service. The sale of extra bed nights would bring more users to the centre but as long as this is managed sensitively then it could bring some social benefits to existing users. There is no intention to reduce opportunities for Brent resident young children and young people to use the SBC – the proposal is to better utilise existing capacity that is not required by the service.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

There is relevance to the equality and council's public sector equality duty. The Short Break Centre provides services for children and young people of different abilities and has a duty to promote such abilities for all the children.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race		X	
Disability	X		
Sexual orientation		X	

Gender reassignment		<b>X</b>	
Religion or belief	<b>X</b>		
Pregnancy or maternity		<b>X</b>	
Marriage		<b>X</b>	

5. Please complete **each row** of the checklist with an “X”.

<b>SCREENING CHECKLIST</b>		
	<b>YES</b>	<b>NO</b>
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?	<b>X</b>	
Does the policy or proposal relate to an area with known inequalities?	<b>X</b>	
Would the policy or proposal change or remove services used by vulnerable groups of people?		<b>X</b>
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	<b>X</b>	
<p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

<p>The Short Break Centre is an 8 bedded unit, which provides services for disabled children and young people up the age of 19 in the borough. The beds are allocated based on the assessed needs and agreed at the Disabled Children and Young People's Panel. The registered manager is a core member of the group. The centre has a surplus capacity and some beds are already sold to neighbouring boroughs. The centre has been successful in becoming a preferred provider for London Borough of Barnet. The London Borough of Ealing will be operating their own short break centre from next year. The centre keeps a regular timetable of occupancy and vacancies which is monitored regularly by the registered manager and the service manager. A detailed analysis is carried out by the registered manager to ensure that disabled children and young people who are Brent Residents do not miss out, but also the centre is self-sufficient by generating income to meet the financial demands of the service.</p>
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Period	Number of nights used by Brent Residents	Number of nights sold to neighbouring authorities
2017-2018	1455	155
2018-2019	1235	164
2019-2020	821	242

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
<b>Details of impacts identified</b>	No impact identified. The centre will continue to provide services for children and young people up to the age of 19.
DISABILITY	
<b>Details of impacts identified</b>	The centre will continue to provide services for children and young people of different abilities. This will benefit children, young people and their families as they will be able to meet peers, share their experiences and learn from each other.
RACE	
<b>Details of impacts identified</b>	No impact identified. The centre will continue to provide services to all the children and young people from different ethnic backgrounds.
SEX	
<b>Details of impacts identified</b>	No impact identified
SEXUAL ORIENTATION	

<b>Details of impacts identified</b>	No impact identified
<b>PREGANCY AND MATERNITY</b>	
<b>Details of impacts identified</b>	No impact identified
<b>RELIGION OR BELIEF</b>	
<b>Details of impacts identified</b>	Children, young people and their families come from different backgrounds and religions. They will be able to learn about the differences and respect the diversity of our communities located in different boroughs.
<b>GENDER REASSIGNMENT</b>	
<b>Details of impacts identified</b>	No Impact identified
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
<b>Details of impacts identified</b>	No impact identified

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

N/A

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Consultation with service users, their families and the Brent Parent Carer Forum has been carried out with positive feedback obtained. There are regular coffee morning organised with parents and their views will continue to be sought.

5. Please detail any areas identified as requiring further data or detailed analysis.

The registered manager and the service will continue to keep accurate records of the nights /beds being sold to ensure that the negative impact on Brent residents is minimal.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

There could be a risk of Brent's young people not being able to access this service if too many bed/nights are sold. The present proposal does not involve any reduction in services for Brent's young people. Selling the nights will reduce voids at relatively low marginal cost.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

Accurate records will be kept to ensure that the number of beds sold does not surplus the number of nights/beds being offered to Brent residents.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

There is minimal impact of this policy on the Brent residents. There is a risk of reducing the number of beds being available to Brent residents due to being sold, however the current proposal does not involve a reduction in the number of beds/nights being available to Brent residents. The service will sell the surplus, which is needed to generate income to run the centre. The children, young people and their families will continue to socialise, which will enhance their experiences in the centre.

## SECTION D – RESULT

*Please select one of the following options. Mark with an "X".*

<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>X</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	

<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

<b>Action</b>	<b>Expected outcome</b>	<b>Officer</b>	<b>Completion Date</b>
Monitor the number of nights/beds being sold to neighbouring boroughs.	Number of beds/nights sold does not surplus the beds/nights being used by Brent residents.	Mirjan Dhamo/Nedra Saparamdu	Quarterly
Monitor income generated	Generate income to continue to keep the centre running within the current budget provided	Mirjan Dhamo/Nedra Saparamadu	Quarterly

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

<b>OFFICER:</b>	Nedra Saparamadu
<b>REVIEWING OFFICER:</b>	Mirjan Dhamo
<b>HEAD OF SERVICE:</b>	Stephen Gordon

Adjusting resources in demand led budgets 2021-23 CYP 003

## EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	CYP 003 Adjusting resources in demand led budgets
<b>DEPARTMENT:</b>	CYP
<b>TEAM:</b>	Looked After Children and Permanency
<b>LEAD OFFICER:</b>	Onder Beter
<b>DATE:</b>	10.12.2019

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

The rate of Looked After Children per 10,000 of population is historically low in Brent and the current rate is low when compared to statistical neighbours. Although with expected population growth this number is likely to increase, it should however be in line with the current statistical measure. With the assumption that this low rate continues over the next 18 months a reduction in the budget in line with posts that were held vacant in August 2019 could be implemented to align resource to demand.

2. Who may be affected by this policy or proposal?

If the rate of LAC remains as it was in Aug 2019 then it is anticipated that a resource reduction could be achieved without a major negative impact upon looked after children and care leavers.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

No. If the rate of LAC remains as it was in Aug 2019 then reduction in resource will have no relevance to equality and the council's public sector equality duty. However, in the rate of LAC increases then this savings could not be achieved as it will have a negative impact on service delivery.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race		X	
Disability		X	
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		X	

5. Please complete **each row** of the checklist with an "X".

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?	X	

Does the policy or proposal relate to an area with known inequalities?		<b>X</b>
Would the policy or proposal change or remove services used by vulnerable groups of people?		<b>X</b>
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	<b>X</b>	
<b>If you have answered YES to ANY of the above, then proceed to section B. If you have answered NO to ALL of the above, then proceed straight to section D.</b>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

### **Key milestones**

Quarterly monitoring of LAC numbers within existing performance reports will be reviewed to consider whether current levels remain stable. A decision would need to be made by the service by early 2021 regarding the resource required to meet demand for the subsequent two financial years.

### **Key consultations**

Lead Member will be kept regularly informed and service users and staff will be kept regularly informed and their views sought through internal mechanisms.

### **Key risks and mitigations**

- Risk that caseloads will rise, particularly as demographic changes increase the number of Secondary age children. (65% of current LAC are 13+). Risk that continuing complexity of need accelerates due to issues regarding contextual safeguarding and serious youth violence. This is an area of risk and if the rate of LAC increases we could not achieve this saving. Hence the service will make a decision in early 2021 to re-assess the situation. For example, the number of LAC has increased since Aug by 26 more children in care (in Sep and Oct 2019) and if demand continues growing then we would not be able to go ahead with the savings.
- Population growth is expected to stabilise following the current primary bulge moving through the school system. A number of activities as set out in the current borough plan are intended to improve outcomes and manage risk effectively for target groups at higher risk of becoming looked after

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE
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<b>Details of impacts identified</b>	N/A if the rate of LAC remains as low as it was in Aug 2019. Otherwise, the Service will not reduce resources as suggested.
<b>DISABILITY</b>	
<b>Details of impacts identified</b>	N/A if the rate of LAC remains as low as it was in Aug 2019. Otherwise, the Service will not reduce resources as suggested.
<b>RACE</b>	
<b>Details of impacts identified</b>	N/A if the rate of LAC remains as low as it was in Aug 2019. Otherwise, the Service will not reduce resources as suggested.
<b>SEX</b>	
<b>Details of impacts identified</b>	N/A if the rate of LAC remains as low as it was in Aug 2019. Otherwise, the Service will not reduce resources as suggested.
<b>SEXUAL ORIENTATION</b>	
<b>Details of impacts identified</b>	N/A if the rate of LAC remains as low as it was in Aug 2019. Otherwise, the Service will not reduce resources as suggested.
<b>PREGANCY AND MATERNITY</b>	
<b>Details of impacts identified</b>	N/A if the rate of LAC remains as low as it was in Aug 2019. Otherwise, the Service will not reduce resources as suggested.
<b>RELIGION OR BELIEF</b>	
<b>Details of impacts identified</b>	N/A if the rate of LAC remains as low as it was in Aug 2019. Otherwise, the Service will not reduce resources as suggested.
<b>GENDER REASSIGNMENT</b>	

<b>Details of impacts identified</b>	N/A if the rate of LAC remains as low as it was in Aug 2019. Otherwise, the Service will not reduce resources as suggested.
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
<b>Details of impacts identified</b>	N/A if the rate of LAC remains as low as it was in Aug 2019. Otherwise, the Service will not reduce resources as suggested.

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

N/A

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

The Lead Member will be kept informed. Staffing and budgets are standing items of management meetings where discussions take place. This will be used as platform to inform first line managers. Staff forums will be platforms to discuss the arrangements with all staff if the current rate of LAC remains as it was in Aug 2019.

5. Please detail any areas identified as requiring further data or detailed analysis.

The number of LAC needs to be monitored.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

If the rate of LAC increases, the proposal will not be taken forward.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

Quarterly monitoring of LAC numbers within existing performance reports will be reviewed to consider whether current levels remain stable. A decision would need to be made by the service by early 2021 regarding the resource required to meet demand for the subsequent two financial years.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions

you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

The Service will continue monitoring the number of children in care using well-established performance indicators. If the current rate of children in care remains as they were in August 2019, then staffing resource would be reduced by 100k. However, if the rate of children in care increases then the Service will not reduce the resources as this would be an area of growth in demand.

## SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	<b>X</b>
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

<b>Action</b>	<b>Expected outcome</b>	<b>Officer</b>	<b>Completion Date</b>
Continue to monitor number of LAC and allocation list of workers	To identify trend of demand and take action as per the above proposal.	Head of Service - LACP	March 2021

## SECTION F – SIGN OFF

<b>OFFICER:</b>	Onder Beter
<b>REVIEWING OFFICER:</b>	Nigel Chapman
<b>HEAD OF SERVICE:</b>	Onder Beter – 10/12/19

Review and zero base other service area budgets 2021-23 CYP 004

## EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	2021-23 CYP 004 CYP Cross Service
<b>DEPARTMENT:</b>	Children and Young People
<b>TEAM:</b>	Safeguarding, Partnerships and Strategy
<b>LEAD OFFICER:</b>	Brian Grady, Operational Director, Safeguarding, Partnerships and Strategy
<b>DATE:</b>	3 <sup>rd</sup> December 2019

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

The proposal is to review service area budgets to achieve and accumulate minor savings.

To achieve the saving a budget analysis will be carried out on non-staff and non-frontline service budgets across CYP. Management will then challenge budget holders to produce updated service delivery plans focussed on outcomes which can be costed by the finance team.

2. Who may be affected by this policy or proposal?

The following groups have been considered in impacts when reviewing budget lines

Children and young people

Parents/Carers

Schools

Practitioners working with children and young people

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

The council's public sector equality duty is relevant, as the review of budgets was considered any potential impact on vulnerable groups.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race		X	
Disability		X	

Sexual orientation		<b>X</b>	
Gender reassignment		<b>X</b>	
Religion or belief		<b>X</b>	
Pregnancy or maternity		<b>X</b>	
Marriage		<b>X</b>	

5. Please complete **each row** of the checklist with an "X".

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?	<b>x</b>	
Does the policy or proposal relate to an area with known inequalities?		<b>x</b>
Would the policy or proposal change or remove services used by vulnerable groups of people?		<b>x</b>
Has the potential for negative or positive equality impacts been identified with this policy or proposal?		<b>x</b>
<b>If you have answered YES to ANY of the above, then proceed to section B.</b> <b>If you have answered NO to ALL of the above, then proceed straight to section D.</b>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

<p>The analysis so far and budget review exercise has concentrated on those budgets which have historically underspent or which represent discretionary spend. For example;</p> <ol style="list-style-type: none"> <li>1. The CYP Learning and Development budget is centralised in the Safeguarding and Quality Assurance service and has underspent in recent years. A costed plan could be designed to meet key requirements, such as ensuring Continuous Professional Development for social workers, and deliver a saving through more efficient procurement.</li> <li>2. Eliminate recently unused budgets such as the £23k 'family conference budget' which historically was used to commission family conferences.</li> </ol> <p>None of the budget lines so far have identified any negative impacts for children and young people, Parents/Carers, Schools and practitioners working with children and young people.</p>
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2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

<b>AGE</b>	
<b>Details of impacts identified</b>	Not applicable
<b>DISABILITY</b>	
<b>Details of impacts identified</b>	Not applicable
<b>RACE</b>	
<b>Details of impacts identified</b>	Not applicable
<b>SEX</b>	
<b>Details of impacts identified</b>	Not applicable
<b>SEXUAL ORIENTATION</b>	
<b>Details of impacts identified</b>	Not applicable
<b>PREGANCY AND MATERNITY</b>	
<b>Details of impacts identified</b>	Not applicable
<b>RELIGION OR BELIEF</b>	

<b>Details of impacts identified</b>	Not applicable
<b>GENDER REASSIGNMENT</b>	
<b>Details of impacts identified</b>	Not applicable
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
<b>Details of impacts identified</b>	Not applicable

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Yes

5. Please detail any areas identified as requiring further data or detailed analysis.

No areas are identified

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

No negative impacts have been identified.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

This will be monitored through the OD Safeguarding, Partnerships and Strategy reviewing each budget line reduction proposals prior to agreement.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

It is concluded that this policy will result in no negative impacts and should proceed.

## SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>x</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

<b>Action</b>	<b>Expected outcome</b>	<b>Officer</b>	<b>Completion Date</b>
The budget area review to assess any unidentified impacts prior to the end of the financial year	That all budget reductions can be achieved with no impact for children and young people	OD, Safeguarding, Partnerships and Strategy	April 2020

## SECTION F – SIGN OFF

<b>OFFICER:</b>	Brian Grady 3 <sup>rd</sup> December 2019
<b>REVIEWING OFFICER:</b>	

<b>HEAD OF SERVICE:</b>	Brian Grady
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### Increased income target for the Gordon Brown Centre 2021-23 CYP 005

#### **EQUALITY ANALYSIS (EA)**

<b>POLICY/PROPOSAL:</b>	2021-23 CYP 005 Increased income target for the Gordon Brown Centre
<b>DEPARTMENT:</b>	Children and Young People
<b>TEAM:</b>	Setting and School Effectiveness
<b>LEAD OFFICER:</b>	John Galligan, Head of Setting and School Effectiveness
<b>DATE:</b>	3 <sup>rd</sup> December 2019

#### **SECTION A – INITIAL SCREENING**

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Increased income target for the Gordon Brown Outdoor Education Centre. The Centre has benefitted from recent capital investment, and successful summer trading in 2019 indicates a forecast surplus of £50k against the current net zero budget.

2. Who may be affected by this policy or proposal?

Children and young people aged 0-18  
Parents/Carers  
Schools  
Practitioners working with children and young people

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

This proposal extends the use of the Gordon Brown Education Centre. The increased access to this resource has not been identified as having any relevance to equality and the council's public sector equality duty.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race		X	

Disability		X	
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		X	

6. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?		x
Does the policy or proposal relate to an area with known inequalities?		x
Would the policy or proposal change or remove services used by vulnerable groups of people?		x
Has the potential for negative or positive equality impacts been identified with this policy or proposal?		x
<b>If you have answered YES to ANY of the above, then proceed to section B.</b> <b>If you have answered NO to ALL of the above, then proceed straight to section D.</b>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

<p>This proposal extends the use of the Gordon Brown Education Centre. The Centre has benefitted from recent capital investment. Successful summer trading in 2019 indicates a forecast surplus of £50k against the current net zero budget which has been the basis of analysis to project future income targets, alongside engagement with Brent schools.</p> <p>The planned income generation from the selling of daytime and residential activity bookings will be reviewed quarterly through 2019/20 and into 20/21</p>
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2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

<b>AGE</b>	
<b>Details of impacts identified</b>	Not applicable
<b>DISABILITY</b>	
<b>Details of impacts identified</b>	Not applicable
<b>RACE</b>	
<b>Details of impacts identified</b>	Not applicable
<b>SEX</b>	
<b>Details of impacts identified</b>	Not applicable
<b>SEXUAL ORIENTATION</b>	
<b>Details of impacts identified</b>	Not applicable
<b>PREGNANCY AND MATERNITY</b>	
<b>Details of impacts identified</b>	Not applicable
<b>RELIGION OR BELIEF</b>	
<b>Details of impacts identified</b>	Not applicable

GENDER REASSIGNMENT	
Details of impacts identified	Not applicable
MARRIAGE & CIVIL PARTNERSHIP	
Details of impacts identified	Not applicable

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

The Gordon Brown Outdoor Education Centre management teams have engaged with the schools which are identified as the key stakeholders and potential customers for increased usage were representative. No further engagement is required.

5. Please detail any areas identified as requiring further data or detailed analysis.

No areas are identified

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

No negative impacts have been identified.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

This will be monitored through the management supervision of the centre manager

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

It is concluded that this policy will result in no negative impacts and should proceed.

## SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>x</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

<b>Action</b>	<b>Expected outcome</b>	<b>Officer</b>	<b>Completion Date</b>
Impact of extended use to be monitored through supervision of the Centre manager	No negative impacts expected from extending the use of the Centre	Head of Setting and School Effectiveness	April 2020

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

<b>OFFICER:</b>	Brian Grady 3 <sup>rd</sup> December 2019
<b>REVIEWING OFFICER:</b>	
<b>HEAD OF SERVICE:</b>	John Galligan

### EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	CYP006
<b>DEPARTMENT:</b>	Safeguarding Performance & Strategy
<b>TEAM:</b>	Forward Planning, Performance & Partnerships
<b>LEAD OFFICER:</b>	Shirley Parks
<b>DATE:</b>	18/11/19

#### SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Budget saving of £50k on commissioning activity achieved through a 10% saving on commissioning when contracts become due.

The CYP procurement forward plan identifies a number of contracts which are due to go out to tender for new contracts to commence for April 2021, including for Speech and Language Therapy services and Mental Health and Wellbeing services.

This will be achieved through:

- retendering services to achieve competitive pricing
- bringing any spot-purchased services into contracts where possible to achieve economies of scale
- redesigning services to achieve efficiencies

There will be a number of different service proposals, each of which will be subject to a detailed equality impact assessment to mitigate any negative impacts.

2. Who may be affected by this policy or proposal?

Children and young people aged 0-18 and 18-25 with an EHCP

Parents/Carers

Schools

Practitioners working with children and young people

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes
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4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race		X	
Disability		X	
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		X	

5. Please complete **each row** of the checklist with an "X".

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?	X	
Does the policy or proposal relate to an area with known inequalities?		X
Would the policy or proposal change or remove services used by vulnerable groups of people?		X
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	X	
<p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

The budget proposal relates to a number of commissioned services that either support children with special needs and disabilities or vulnerable children and young people, where the services are likely to be retendered for 2021/22. The intention is to apply a 10% saving to contracts to be retendered to achieve a more efficient unit cost. If contract extensions are applied then savings will be achieved through negotiation.

The commissioned services that this is likely to apply to include:

Speech and Language Services

Mental health and wellbeing services

Semi-independent block contract for services

Early help services

As with any re-commissioning process, there could be a redesign of statutory services (e.g. speech and language services). This will be informed by feedback from service users and by demand analysis. Recommissioning will ensure that children who have a statutory right to services continue to receive them.

It is not anticipated that services aimed at supporting vulnerable children (e.g. mental health and wellbeing services or early help services) will reduce in terms of scope, but that market competition will drive efficiencies. There could, however, be some redesign of services for example to increase alignment with CCG commissioned services which could drive efficiencies. Any redesign will be informed by service user feedback and detailed demand analysis.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

<b>AGE</b>	
<b>Details of impacts identified</b>	The same age range of children and young people will continue to receive services.
<b>DISABILITY</b>	
<b>Details of impacts identified</b>	Statutory services for children and young people with a disability will continue. Non-statutory services will continue to

	be available for children and young people regardless of whether they have a disability.
<b>RACE</b>	
<b>Details of impacts identified</b>	All services will continue to impact equally upon all children and young people and their parents/carers regardless of race.
<b>SEX</b>	
<b>Details of impacts identified</b>	All services will continue to impact equally upon all children and young people and their parents/carers regardless of gender.
<b>SEXUAL ORIENTATION</b>	
<b>Details of impacts identified</b>	All services will continue to impact equally upon all children and young people and their parents/carers regardless of sexual orientation.
<b>PREGANCY AND MATERNITY</b>	
<b>Details of impacts identified</b>	Services are fully inclusive and aim to improve outcomes for all children and young people and their families.
<b>RELIGION OR BELIEF</b>	
<b>Details of impacts identified</b>	All services will continue to impact equally upon all children and young people and their parents/carers regardless of religion or belief.
<b>GENDER REASSIGNMENT</b>	
<b>Details of impacts identified</b>	All services will continue to impact equally upon all children and young people and their parents/carers.
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	

<b>Details of impacts identified</b>	All services will continue to impact equally upon all children and young people and their parents/carers.
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3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Engagement will be undertaken with stakeholders and service users at the point of recommissioning any service.

5. Please detail any areas identified as requiring further data or detailed analysis.

Each service will be recommissioned based on an updated and detailed analysis of service need, including the views of target user groups.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

Negative impacts are not anticipated. However, to achieve anticipated savings it may be necessary to reduce the scope of non-statutory services. The focus will be to ensure that the most vulnerable children and young people and their families continue to be supported through commissioned services.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

All commissioned services are subject to contract monitoring and evaluation. This includes regular feedback from service users, monitoring complaints and compliments, service data analysis and contract monitoring meetings. The Commissioning Team hosts a quarterly stakeholder meeting that reviews service effectiveness and informs contract monitoring meetings.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy

despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

The commissioning of services in scope of the budget savings proposal will be undertaken to achieve efficiencies primarily through market engagement and through improved alignment with CCG commissioned services.

It is not intended that the scope of any service would reduce unless this is underpinned by analysis that indicates reduced demand. All services that are commissioned are subject to detailed analysis of demand. If a service is no longer required or if a reduced service is considered appropriate to meet need, the opportunity will be taken to realise budget savings.

## SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>X</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

<b>Action</b>	<b>Expected outcome</b>	<b>Officer</b>	<b>Completion Date</b>
Demand analysis for each service, including evidence of impact of current services	Confirmation of commissioned services required and of what works well and what needs to be redesigned	Tanuja Saujani, Commissioning and Market Insight Manager	June 2020
Consultation with children and parents/carers on specifications	Services that will be procured are informed by service user perspective including what	Tanuja Saujani, Commissioning and Market Insight Manager	July 2020

	works well and what needs to be redesigned		
Market testing and market development	Determine if market will respond positively to tendering process in the context of specification and available budget	Tanuja Saujani, Commissioning and Market Insight Manager	September 2020

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

<b>OFFICER:</b>	Shirley Parks, Head of Forward Planning, Performance and Partnerships
<b>REVIEWING OFFICER:</b>	Brian Grady, Operational Director - 14 November 2019
<b>HEAD OF SERVICE:</b>	Shirley Parks, Head of Forward Planning, Performance and Partnerships

## Regeneration & Environment

### General Efficiencies across R&E 2021-23 R&E 001

#### EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	R&E 001 General Efficiencies across R&E
<b>DEPARTMENT:</b>	R&E
<b>TEAM:</b>	N/A
<b>LEAD OFFICER:</b>	C Whyte
<b>DATE:</b>	15/11/2019

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

This exercise is intended to remove funds that have been deemed to be surplus to the structural revenue requirement of the directorate, i.e. not needed, and so their removal would have no adverse operational impact.

2. Who may be affected by this policy or proposal?

No sector of the community.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

No. The resources to be removed are surplus to requirement so would have no effect on service delivery.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		x	
Sex		x	
Race		x	
Disability		x	
Sexual orientation		x	
Gender reassignment		x	
Religion or belief		x	
Pregnancy or maternity		x	
Marriage		x	

5. Please complete **each row** of the checklist with an "X".

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?		x
Does the policy or proposal relate to an area with known inequalities?		x
Would the policy or proposal change or remove services used by vulnerable groups of people?		x
Has the potential for negative or positive equality impacts been identified with this policy or proposal?		x
<b>If you have answered YES to ANY of the above, then proceed to section B.            If you have answered NO to ALL of the above, then proceed straight to section D.</b>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to

validate them with evidence. If you have monitoring information available, include it here.

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2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	
DISABILITY	
Details of impacts identified	
RACE	
Details of impacts identified	
SEX	
Details of impacts identified	
SEXUAL ORIENTATION	
Details of impacts identified	
PREGANCY AND MATERNITY	

Details of impacts identified	
<b>RELIGION OR BELIEF</b>	
Details of impacts identified	
<b>GENDER REASSIGNMENT</b>	
Details of impacts identified	
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
Details of impacts identified	

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

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4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

--

5. Please detail any areas identified as requiring further data or detailed analysis.

--

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

--

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

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## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

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## SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>x</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date

## SECTION F – SIGN OFF

<b>OFFICER:</b>	C Whyte
<b>REVIEWING OFFICER:</b>	
<b>HEAD OF SERVICE:</b>	

### Lighting Maintenance 2021-23 R&E 002

## EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	R&E 002 10% efficiency saving from new lighting maintenance contract
<b>DEPARTMENT:</b>	R&E
<b>TEAM:</b>	Parking & Lighting
<b>LEAD OFFICER:</b>	Gavin F Moore
<b>DATE:</b>	13.11.2019

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Following 20 year PFI lighting maintenance contract, and £5 million investment in LED and CMS technology, and two additional years trouble-shooting using revenue funding, by the end of March 2021 we should be in a position to make an efficiency saving of 10% on the lighting maintenance budget. This 10% efficiency saving is a corporate requirement on all contract re-letting and renewals.

2. Who may be affected by this policy or proposal?

No-one. It is an efficiency saving.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

No. It is an efficiency saving, pure and simple.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		x	
Sex		x	
Race		x	
Disability		x	
Sexual orientation		x	
Gender reassignment		x	
Religion or belief		x	
Pregnancy or maternity		x	
Marriage		x	

5. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?		x
Does the policy or proposal relate to an area with known inequalities?		x
Would the policy or proposal change or remove services used by vulnerable groups of people?		x
Has the potential for negative or positive equality impacts been identified with this policy or proposal?		x
<b>If you have answered YES to ANY of the above, then proceed to section B.</b> <b>If you have answered NO to ALL of the above, then proceed straight to section D.</b>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

--

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

<b>AGE</b>
------------

Details of impacts identified	
<b>DISABILITY</b>	
Details of impacts identified	
<b>RACE</b>	
Details of impacts identified	
<b>SEX</b>	
Details of impacts identified	
<b>SEXUAL ORIENTATION</b>	
Details of impacts identified	
<b>PREGANCY AND MATERNITY</b>	
Details of impacts identified	
<b>RELIGION OR BELIEF</b>	
Details of impacts identified	
<b>GENDER REASSIGNMENT</b>	

Details of impacts identified	
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
Details of impacts identified	

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

5. Please detail any areas identified as requiring further data or detailed analysis.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy

despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

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## SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>x</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date

## SECTION F – SIGN OFF

<b>OFFICER:</b>	Kieron Condon
<b>REVIEWING OFFICER:</b>	Anthony Vartanian
<b>HEAD OF SERVICE:</b>	Gavin F Moore

Schemes/Drainage fees 2021-23 R&E 003

## EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	R&E 003 Schemes/ Drainage Fees
<b>DEPARTMENT:</b>	R&E
<b>TEAM:</b>	Highways and Infrastructure
<b>LEAD OFFICER:</b>	Tony Kennedy
<b>DATE:</b>	15/11/2019

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

£100k additional from an increase in the level of fees applied to the delivery of large scale funded infrastructure improvement projects.

2. Who may be affected by this policy or proposal?

No sector of the community

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

No. These are fees applied to contractors, not members of the community.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		x	
Sex		x	
Race		x	
Disability		x	
Sexual orientation		x	
Gender reassignment		x	
Religion or belief		x	
Pregnancy or maternity		x	
Marriage		x	

5. Please complete **each row** of the checklist with an "X".

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?		<b>x</b>
Does the policy or proposal relate to an area with known inequalities?		<b>x</b>
Would the policy or proposal change or remove services used by vulnerable groups of people?		<b>x</b>
Has the potential for negative or positive equality impacts been identified with this policy or proposal?		<b>x</b>
<b>If you have answered YES to ANY of the above, then proceed to section B.</b> <b>If you have answered NO to ALL of the above, then proceed straight to section D.</b>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

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2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	
DISABILITY	
Details of impacts identified	
RACE	

Details of impacts identified	
<b>SEX</b>	
Details of impacts identified	
<b>SEXUAL ORIENTATION</b>	
Details of impacts identified	
<b>PREGANCY AND MATERNITY</b>	
Details of impacts identified	
<b>RELIGION OR BELIEF</b>	
Details of impacts identified	
<b>GENDER REASSIGNMENT</b>	
Details of impacts identified	
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
Details of impacts identified	

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

5. Please detail any areas identified as requiring further data or detailed analysis.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

**SECTION C - CONCLUSIONS**

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

**SECTION D – RESULT**

Please select one of the following options. Mark with an “X”.		
A	CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED	x

<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

<b>Action</b>	<b>Expected outcome</b>	<b>Officer</b>	<b>Completion Date</b>

## SECTION F – SIGN OFF

<b>OFFICER:</b>	Tony Kennedy
<b>REVIEWING OFFICER:</b>	Chris Whyte
<b>HEAD OF SERVICE:</b>	Chris Whyte

Damage Cost Recovery 2021-23 R&E 004

## EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	R&E 004
<b>DEPARTMENT:</b>	R&E
<b>TEAM:</b>	Neighbourhood Management
<b>LEAD OFFICER:</b>	Simon Finney
<b>DATE:</b>	15/11/2019

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

This creates £50k net revenue by deploying a dedicated officer to more proactively recover the cost of repairs from developers and builders causing damage to the public highway.

2. Who may be affected by this policy or proposal?

Contractors undertaking works will be charged and held accountable for the damage they may cause to footways in Brent.

Residents may see more frequent footway repairs as a consequence.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes. Footways may be in better condition as a consequence. Hazards will be removed.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age	x		
Sex		x	
Race		x	
Disability	x		
Sexual orientation		x	
Gender reassignment		x	
Religion or belief		x	
Pregnancy or maternity	x		
Marriage		x	

5. Please complete **each row** of the checklist with an "X".

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?	x	
Does the policy or proposal relate to an area with known inequalities?	x	

Would the policy or proposal change or remove services used by vulnerable groups of people?		<b>x</b>
Has the potential for negative or positive equality impacts been identified with this policy or proposal?		<b>x</b>
<b>If you have answered YES to ANY of the above, then proceed to section B. If you have answered NO to ALL of the above, then proceed straight to section D.</b>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

Footway damage is often caused by private contractors. Trip hazards can be created as a consequence.
The council is subject to insurance claims resulting from injuries due to these hazards.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

<b>AGE</b>	
<b>Details of impacts identified</b>	The elderly may be more susceptible to trip hazards. Cost recovery will see more frequent repairs, thus mitigating this risk.
<b>DISABILITY</b>	
<b>Details of impacts identified</b>	Those with accessibility considerations may be more susceptible to footway hazards. Cost recovery will see more frequent repairs, thus mitigating this risk.
<b>RACE</b>	
<b>Details of impacts identified</b>	
<b>SEX</b>	

<b>Details of impacts identified</b>	
<b>SEXUAL ORIENTATION</b>	
<b>Details of impacts identified</b>	
<b>PREGANCY AND MATERNITY</b>	
<b>Details of impacts identified</b>	Those with accessibility considerations may be more susceptible to footway hazards. Cost recovery will see more frequent repairs, thus mitigating this risk.
<b>RELIGION OR BELIEF</b>	
<b>Details of impacts identified</b>	
<b>GENDER REASSIGNMENT</b>	
<b>Details of impacts identified</b>	
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
<b>Details of impacts identified</b>	

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

N/A

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

N/A

5. Please detail any areas identified as requiring further data or detailed analysis.

N/A

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

N/A

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

The number of repairs will be recorded and any reduction in insurance claims will be tracked to establish the longer term benefit of the proposal.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

The initiative will have only positive equality implications.

## SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>x</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date

## SECTION F – SIGN OFF

<b>OFFICER:</b>	Simon Finney
<b>REVIEWING OFFICER:</b>	Chris Whyte
<b>HEAD OF SERVICE:</b>	Chris Whyte

Building Control Fees Review 2021-23 R&E 005

### EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	R&E 005 Building Control Fees Review
<b>DEPARTMENT:</b>	Regeneration
<b>TEAM:</b>	Building Control
<b>LEAD OFFICER:</b>	Rohail Bhandari
<b>DATE:</b>	5/12/2019

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

a) Increase building control published fees by 10% for schedule 2 new dwellings, up to 15 dwellings
b) More business from in-house council-led developments to raise additional fees

2. Who may be affected by this policy or proposal?

External customers and Brent in-house property development teams
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3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

No. This relates to fee increases only – fees charged to developers
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4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race		X	
Disability		X	
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		X	

5. Please complete **each row** of the checklist with an "X".

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?		X
Does the policy or proposal relate to an area with known inequalities?		X
Would the policy or proposal change or remove services used by vulnerable groups of people?		X
Has the potential for negative or positive equality impacts been identified with this policy or proposal?		X
<b>If you have answered YES to ANY of the above, then proceed to section B.</b> <b>If you have answered NO to ALL of the above, then proceed straight to section D.</b>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

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2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	
DISABILITY	
Details of impacts identified	
RACE	
Details of impacts identified	
SEX	
Details of impacts identified	
SEXUAL ORIENTATION	
Details of impacts identified	

PREGANCY AND MATERNITY	
Details of impacts identified	
RELIGION OR BELIEF	
Details of impacts identified	
GENDER REASSIGNMENT	
Details of impacts identified	
MARRIAGE & CIVIL PARTNERSHIP	
Details of impacts identified	

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

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4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

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5. Please detail any areas identified as requiring further data or detailed analysis.

--

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

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7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

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## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

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## SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>x</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date


## SECTION F – SIGN OFF

<b>OFFICER:</b>	Rohail Bhandari
<b>REVIEWING OFFICER:</b>	John Flynn
<b>HEAD OF SERVICE:</b>	Gerry Ansell

Passenger Transport (2021-23 R&E 006)

## EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	R&E006
<b>DEPARTMENT:</b>	R&E
<b>TEAM:</b>	BTS
<b>LEAD OFFICER:</b>	R Trout
<b>DATE:</b>	15/11/2019

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

The proposal is to relocate a number of SEN buses back to a Brent depot from Harrow to reduce operating times and costs.

2. Who may be affected by this policy or proposal?

Passengers with SEN

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes. This may affect young individuals with disabilities by altering their current daily routine and this may cause anxiety and upset.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age	x		x
Sex		x	
Race		x	
Disability	x		x
Sexual orientation		x	
Gender reassignment		x	
Religion or belief		x	
Pregnancy or maternity		x	
Marriage		x	

5. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?	x	
Does the policy or proposal relate to an area with known inequalities?	x	
Would the policy or proposal change or remove services used by vulnerable groups of people?		x
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	x	
<p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

<p>Pupils with special educational needs (SEN) are the principle users of this service. Any change to their current daily routine may cause inconvenience, anxiety and/or upset.</p> <p>Previous passenger satisfaction surveys have identified that any change to routine can have an adverse impact on passengers.</p>
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2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

<b>AGE</b>	
<b>Details of impacts identified</b>	Users of the service, and so those likely to be affected, are mainly school age.
<b>DISABILITY</b>	
<b>Details of impacts identified</b>	Users of the service, and so those likely to be affected, mainly have a disability or learning difficulties.
<b>RACE</b>	
<b>Details of impacts identified</b>	
<b>SEX</b>	
<b>Details of impacts identified</b>	
<b>SEXUAL ORIENTATION</b>	
<b>Details of impacts identified</b>	
<b>PREGANCY AND MATERNITY</b>	
<b>Details of impacts identified</b>	
<b>RELIGION OR BELIEF</b>	

<b>Details of impacts identified</b>	
<b>GENDER REASSIGNMENT</b>	
<b>Details of impacts identified</b>	
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
<b>Details of impacts identified</b>	

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

Communication of any changes will need to be carefully considered and sensitively delivered.

5. Please detail any areas identified as requiring further data or detailed analysis.

The precise detail of the operational changes are still to be determined.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

It is envisaged that the negative impact associated with any such change in routine, will be mitigated overtime by the benefit of having shorter, more convenient journeys for passengers.

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

The service and its outcomes for its users are routinely monitored on a daily basis.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

Any negative impact will be short term. The change will create efficiencies in terms of routes and driving times and so create better comfort for passengers.

## SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	x
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date
Plan routes to minimise journey times	Reduced journey times, better comfort.	R Trout	March 2019
Communicate changes thoroughly and sensitively	Well informed passengers, reduced anxiety.	R Trout	March 2019

## SECTION F – SIGN OFF

<b>OFFICER:</b>	Richard Trout
<b>REVIEWING OFFICER:</b>	Chris Whyte
<b>HEAD OF SERVICE:</b>	Chris Whyte

## EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	Additional pre-application charges for specialists e.g. conservation and design, landscaping
<b>DEPARTMENT:</b>	Planning and Development Services
<b>TEAM:</b>	Spatial Planning / Development Management Planning
<b>LEAD OFFICER:</b>	Gerry Ansell
<b>DATE:</b>	

### SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

The service already charges considerable amounts for a pre-application service, tiered to reflect the size of the proposal and the amount of time spent on giving pre-app advice. For all but the smallest schemes, the charge includes some input from specialist design services where required e.g. conservation and design, trees and landscaping.

However, there may be some instances where the specialist advice goes beyond the basic service, in which case an additional charge could be levied, in agreement with the applicant.

A wide range of applications from small householder to major urban developments are received. Equality information is monitored for planning applications but not for pre-application stage.

The proposal would exclude categories 1 and 2 (below) and would therefore allow disabled people to improve their homes without a planning fee. Households would

Service	Type of development	Fee	Response
PREAPP 1	Householder (extensions and alterations to a dwelling)	£240 (£200+VAT)	Written*
PREAPP 2	Small Minor development (1 unit / up to 99 sq.m.)	£360 (£300+VAT)	Written*
PREAPP 3	Medium Minor development (2 to 4 units / 100 – 499 sq.m.)	£960 (£800+VAT)	Written*
PREAPP 4	Large Minor development (5 to 9 units / 500 – 999 sq.m.)	£1800 (£1,500+VAT)	Written and meeting
PREAPP 5	Major development (10 to 24 units / 1,000 - 1,999 sq.m.)	£4800 (£4000+VAT)	Written and meeting
PREAPP 6	Large major development (25 to 149 units / 2,000 - 4,999 sq.m.)	£9000 (£7,500+VAT)	Written and meeting
PREAPP 7	Strategic development* (150 units + / 5,000 sq.m. +)	£12,000 (£10,000+VAT)	Written and meeting
PREAPP 8	Reserved matters	£1800 (£1,500+VAT)	Written and meeting

have free application so would not be negatively affected. Disabled residents (e.g. if trying to make home more accessible) would not be affected.

2. Who may be affected by this policy or proposal?

Providing pre-application advice is a non-statutory function but is seen as an essential part of the planning service. As this would mainly affect commercial operators (rather than domestic residents) it would be built in to their calculations on scheme costs.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

No. This charge is not envisaged to affect smaller schemes (e.g. extensions to homes / small businesses). The additional charges for specialist advice would primarily be levied for larger development proposals submitted by developers and larger commercial operators and these would be factored into their calculations of scheme costs.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race		X	
Disability		X	
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		X	

5. Please complete **each row** of the checklist with an "X".

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?		X
Does the policy or proposal relate to an area with known inequalities?		X
Would the policy or proposal change or remove services used by vulnerable groups of people?		X
Has the potential for negative or positive equality impacts been identified with this policy or proposal?		X
<p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

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2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	
DISABILITY	
Details of impacts identified	
RACE	
Details of impacts identified	
SEX	
Details of impacts identified	
SEXUAL ORIENTATION	
Details of impacts identified	

PREGANCY AND MATERNITY	
Details of impacts identified	
RELIGION OR BELIEF	
Details of impacts identified	
GENDER REASSIGNMENT	
Details of impacts identified	
MARRIAGE & CIVIL PARTNERSHIP	
Details of impacts identified	

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

--

3. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

--

4. Please detail any areas identified as requiring further data or detailed analysis.

--

5. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

--

6. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

--

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

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## SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>X</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date


## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

<b>OFFICER:</b>	David Glover
<b>REVIEWING OFFICER:</b>	
<b>HEAD OF SERVICE:</b>	Gerry Ansell

To develop a commercial training arm that can utilise the apprenticeship levy to deliver Apprenticeship Standards. (2021-23 R&E 009)

## EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	To develop a commercial training arm that can utilise the apprenticeships levy to deliver Apprenticeships Standards.
<b>DEPARTMENT:</b>	Regeneration
<b>TEAM:</b>	Employment, Skills and Enterprise
<b>LEAD OFFICER:</b>	Joanne Thomas
<b>DATE:</b>	25/11/12

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

To develop a commercial Apprenticeship training arm that can utilise the apprenticeship levy to deliver accredited Apprenticeships Standards. This will generate an income and will also give us the ability to directly design and deliver the content of the 'off the job' training which the apprentices will receive. This gives us the opportunity to ensure the training reflects the role and will ensure equality opportunities are fully embraced.
---

2. Who may be affected by this policy or proposal?

By delivering Apprenticeship training in house, this gives us greater flexibility to ensure our residents who have protected characteristics can undertake an apprenticeship in a considered and inclusive setting.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

By increasing the scope of our service as a Council to become an Apprenticeship training provider, this will also help improve equality of opportunity, the quality of Apprenticeships and will also raise professional standards.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race		X	
Disability		X	
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		X	

5. Please complete **each row** of the checklist with an "X".

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?		x
Does the policy or proposal relate to an area with known inequalities?		x
Would the policy or proposal change or remove services used by vulnerable groups of people?		x
Has the potential for negative or positive equality impacts been identified with this policy or proposal?		x
<b>If you have answered YES to ANY of the above, then proceed to section B.</b>		

If you have answered NO to ALL of the above, then proceed straight to section D.

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

--

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	
DISABILITY	
Details of impacts identified	
RACE	
Details of impacts identified	
SEX	
Details of impacts identified	
SEXUAL ORIENTATION	

Details of impacts identified	
<b>PREGANCY AND MATERNITY</b>	
Details of impacts identified	
<b>RELIGION OR BELIEF</b>	
Details of impacts identified	
<b>GENDER REASSIGNMENT</b>	
Details of impacts identified	
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
Details of impacts identified	

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

5. Please detail any areas identified as requiring further data or detailed analysis.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

### SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

### SECTION D – RESULT

<i>Please select one of the following options. Mark with an “X”.</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>x</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

### SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date
To ensure engagement activities are fully inclusive for residents with protected characteristics	Increase reach of engagement particularly in areas with known lower participation of residents with protected characteristics	Tristan Cropley	Ongoing

## SECTION F – SIGN OFF

<b>OFFICER:</b>	Joanne Thomas
<b>REVIEWING OFFICER:</b>	
<b>HEAD OF SERVICE:</b>	Matthew Dibben

FM contract extension (2021-23 R&E 011)

## EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	x
<b>DEPARTMENT:</b>	Apleona Security Service
<b>TEAM:</b>	Apleona Brent FM
<b>LEAD OFFICER:</b>	x
<b>DATE:</b>	2020

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Outsourced service provision. Apleona HSG, manned guarding restructure and automated access control for retained estates.
---

2. Who may be affected by this policy or proposal?

Current services providers Eurotech (outsourced). Retained estates will receive the same level of security service with a move to a remote system to improve service and reduce carbon foot print through reduced uses of fossil fuel vehicles.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

No,

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		x	
Sex		x	
Race		x	
Disability		x	
Sexual orientation		x	
Gender reassignment		x	
Religion or belief		x	
Pregnancy or maternity		x	
Marriage		x	

5. Please complete **each row** of the checklist with an "X".

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?		x
Does the policy or proposal relate to an area with known inequalities?		x
Would the policy or proposal change or remove services used by vulnerable groups of people?		x
Has the potential for negative or positive equality impacts been identified with this policy or proposal?		x
<p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

The service provision will gain automated access control through existing systems located in the Brent Security Control room. Reduced use of vehicle and associated performance of traffic dependant service delivery.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	None
DISABILITY	
Details of impacts identified	None
RACE	
Details of impacts identified	None
SEX	
Details of impacts identified	None
SEXUAL ORIENTATION	
Details of impacts identified	None

PREGANCY AND MATERNITY	
Details of impacts identified	None
RELIGION OR BELIEF	
Details of impacts identified	None
GENDER REASSIGNMENT	
Details of impacts identified	None
MARRIAGE & CIVIL PARTNERSHIP	
Details of impacts identified	None

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

No

5. Please detail any areas identified as requiring further data or detailed analysis.

A projection on mile travelled per year in accordance with service provision would measure a reduced environmental impact.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

None recorded.
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7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

N/A
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## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

Innovation by removing current use of physical security and associated transport, reduced costs and improved service with cost savings during modernisation of existing service.
--

## SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>x</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date
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## SECTION F – SIGN OFF

<b>OFFICER:</b>	
<b>REVIEWING OFFICER:</b>	
<b>HEAD OF SERVICE:</b>	

## Customer & Digital Services

ICT Client & Applications income generation from sale of IT support services (2021-23 CDS 001 & 002)

### EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	2021-23 CDS 001/2 ICT Client and Application support - Income generation
<b>DEPARTMENT:</b>	<b><u>Customer &amp; Digital Services</u></b>
<b>TEAM:</b>	ICT Client & Applications Support
<b>LEAD OFFICER:</b>	Sally Chin
<b>DATE:</b>	22 <sup>nd</sup> November 2019

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Increase income from external organisations who receive an IT support service from Brent ICT Client and Applications
--

2. Who may be affected by this policy or proposal?

External Organisations
------------------------

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

No – proposal is directed at external organisations – providing a quality IT service which will provide good value for money

4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race		X	
Disability		X	
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		X	

5. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?		X
Does the policy or proposal relate to an area with known inequalities?		X
Would the policy or proposal change or remove services used by vulnerable groups of people?		X
Has the potential for negative or positive equality impacts been identified with this policy or proposal?		X
<b>If you have answered YES to ANY of the above, then proceed to section B.</b>		
<b>If you have answered NO to ALL of the above, then proceed straight to section D.</b>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

--

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	
DISABILITY	
Details of impacts identified	
RACE	
Details of impacts identified	
SEX	
Details of impacts identified	
SEXUAL ORIENTATION	
Details of impacts identified	
PREGANCY AND MATERNITY	

Details of impacts identified	
<b>RELIGION OR BELIEF</b>	
Details of impacts identified	
<b>GENDER REASSIGNMENT</b>	
Details of impacts identified	
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
Details of impacts identified	

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

--

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

--

5. Please detail any areas identified as requiring further data or detailed analysis.

--

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

--

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

--

### SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

--

### SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>X</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

### SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date


## SECTION F – SIGN OFF

<b>OFFICER:</b>	Sally Chin
<b>REVIEWING OFFICER:</b>	
<b>HEAD OF SERVICE:</b>	Sally Chin

ICT Client & Applications reduction in support services (2021-23 CDS 003 & 005)

## EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	2021-23 CDS 003/5 ICT Client and Application support – Printing Costs & Oracle changes budget
<b>DEPARTMENT:</b>	Customer & Digital Services
<b>TEAM:</b>	ICT Client & Applications Support
<b>LEAD OFFICER:</b>	Sally Chin
<b>DATE:</b>	22 <sup>nd</sup> November 2019

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Decrease expenditure on printing and changes to the Oracle system
---

2. Who may be affected by this policy or proposal?

Staff within the Council
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3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

No – proposal is directed at areas of expenditure where there is scope to reduce usage without any impact on people.
--

4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race		X	
Disability		X	
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		X	

5. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?		X
Does the policy or proposal relate to an area with known inequalities?		X
Would the policy or proposal change or remove services used by vulnerable groups of people?		X
Has the potential for negative or positive equality impacts been identified with this policy or proposal?		X
<p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

--

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

<b>AGE</b>	
<b>Details of impacts identified</b>	
<b>DISABILITY</b>	
<b>Details of impacts identified</b>	
<b>RACE</b>	
<b>Details of impacts identified</b>	
<b>SEX</b>	
<b>Details of impacts identified</b>	
<b>SEXUAL ORIENTATION</b>	
<b>Details of impacts identified</b>	
<b>PREGANCY AND MATERNITY</b>	
<b>Details of impacts identified</b>	
<b>RELIGION OR BELIEF</b>	

<b>Details of impacts identified</b>	
<b>GENDER REASSIGNMENT</b>	
<b>Details of impacts identified</b>	
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
<b>Details of impacts identified</b>	

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

5. Please detail any areas identified as requiring further data or detailed analysis.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

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## SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>X</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

<b>Action</b>	<b>Expected outcome</b>	<b>Officer</b>	<b>Completion Date</b>

## SECTION F – SIGN OFF

<b>OFFICER:</b>	Sally Chin
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<b>REVIEWING OFFICER:</b>	
<b>HEAD OF SERVICE:</b>	Sally Chin

ICT Client & Applications staffing efficiencies (2021-23 CDS 004)

**EQUALITY ANALYSIS (EA)**

<b>POLICY/PROPOSAL:</b>	2021-23 CDS 004 ICT Client and Application support – Salaries
<b>DEPARTMENT:</b>	Customer & Digital Services
<b>TEAM:</b>	ICT Client & Applications Support
<b>LEAD OFFICER:</b>	Sally Chin
<b>DATE:</b>	22 <sup>nd</sup> November 2019

**SECTION A – INITIAL SCREENING**

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Review structure

2. Who may be affected by this policy or proposal?

Staff

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes – as staff may be impacted

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race		X	
Disability		X	

Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		X	

5. Please complete **each row** of the checklist with an "X".

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?	X	
Does the policy or proposal relate to an area with known inequalities?		X
Would the policy or proposal change or remove services used by vulnerable groups of people?		X
Has the potential for negative or positive equality impacts been identified with this policy or proposal?		X
<p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

As the proposal is to potentially restructure some staff may be displaced.
--

2. For each "protected characteristic" provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state "not applicable".

AGE	
Details of impacts identified	Potential staff displacement

<b>DISABILITY</b>	
<b>Details of impacts identified</b>	Potential staff displacement
<b>RACE</b>	
<b>Details of impacts identified</b>	Potential staff displacement
<b>SEX</b>	
<b>Details of impacts identified</b>	Potential staff displacement
<b>SEXUAL ORIENTATION</b>	
<b>Details of impacts identified</b>	Potential staff displacement
<b>PREGANCY AND MATERNITY</b>	
<b>Details of impacts identified</b>	Potential staff displacement
<b>RELIGION OR BELIEF</b>	
<b>Details of impacts identified</b>	Potential staff displacement
<b>GENDER REASSIGNMENT</b>	
<b>Details of impacts identified</b>	Potential staff displacement

MARRIAGE & CIVIL PARTNERSHIP	
Details of impacts identified	Potential staff displacement

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

No

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

No

5. Please detail any areas identified as requiring further data or detailed analysis.

N/A

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

N/A

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

N/A

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

During the restructure process I will work with HR to ensure that any posts that may be deleted will be based on fair assessments of service need

## SECTION D – RESULT

*Please select one of the following options. Mark with an “X”.*

<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>X</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

<b>Action</b>	<b>Expected outcome</b>	<b>Officer</b>	<b>Completion Date</b>

## SECTION F – SIGN OFF

<b>OFFICER:</b>	Sally Chin
<b>REVIEWING OFFICER:</b>	
<b>HEAD OF SERVICE:</b>	Sally Chin

Merger of Housing and Corporate Contact Centres (2021-23 CDS 006)

## EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	Contact Centre Merger
<b>DEPARTMENT:</b>	Brent Customer Access
<b>TEAM:</b>	Contact Centre Operation
<b>LEAD OFFICER:</b>	Asha Vyas

<b>DATE:</b>	29 December 2019
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## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Amalgamation of the housing and corporate contact centre to drive consistency in service delivery and to create a consolidated 'front door' to handle service demands via our telephone and online channels. This initiative is also aimed at delivering operational efficiencies.

The aim of this proposal is to increase efficiency from the current operational arrangement and reflect the Council's long-term Customer Access ambition.

2. Who may be affected by this policy or proposal?

The above proposal will impact staff working across both contact centres. Together with key partners including our repair contractors. The extent of this impact is difficult to quantify at this stage. This is because the scope of the proposal is in its infancy stage.

This proposed change will impact on staff within the corporate, housing and Council Tax contact centre. It will also have implication for staff from the wider customer access frontline teams.

No equality impact on residents are anticipated other than improved customer experience. A fresh equality impact assessment once we've firmed up the detail change management plan.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes, In compliance with the Equality Act 2010 and the Public Sector Equality Duty (PSED), the Council must, in the exercise of its functions, have "due regard" to the need to:

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

It is too early to make an informed assessment to determine compliance with the above.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race		X	
Disability		X	
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		X	

5. Please complete **each row** of the checklist with an "X".

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?	X	
Does the policy or proposal relate to an area with known inequalities?		X
Would the policy or proposal change or remove services used by vulnerable groups of people?		X
Has the potential for negative or positive equality impacts been identified with this policy or proposal?		X
<p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

Analysis of call volumes and types has been pulled together across contact centre function. However, this is at an aggregated level and requires further segmentation, to determine customer profile across the range of equality strands.

Segmentation will be done as part of the detailed change management process. We have a comprehensive set of transactional data though this will require detailed analysis.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

<b>AGE</b>	
<b>Details of impacts identified</b>	Not applicable
<b>DISABILITY</b>	
<b>Details of impacts identified</b>	Not applicable
<b>RACE</b>	
<b>Details of impacts identified</b>	Not applicable
<b>SEX</b>	
<b>Details of impacts identified</b>	Not applicable
<b>SEXUAL ORIENTATION</b>	
<b>Details of impacts identified</b>	Not applicable
<b>PREGNANCY AND MATERNITY</b>	
<b>Details of impacts identified</b>	Not applicable
<b>RELIGION OR BELIEF</b>	

<b>Details of impacts identified</b>	Not applicable
<b>GENDER REASSIGNMENT</b>	
<b>Details of impacts identified</b>	Not applicable
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
<b>Details of impacts identified</b>	Not applicable

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

Not applicable

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

There will be a number of engagement activities carried out to inform the new service design. Consideration will be given to how we might seek the views from users

5. Please detail any areas identified as requiring further data or detailed analysis.

A more detailed analysis of call demands, supplemented by a very detailed segmentation analysis

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

We will carry out a further equality impact assessment once we've work up the detail of the new service design

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

We will develop a suite of management reports to monitor the impact of service post implementation of the new service arrangements

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

The above analysis above has concluded that further work is required to determine the overall impact of the proposed initiative. Our indicative view is that this change will enhance service delivery. We recognise the need to ensure our new service offer caters for the needs of our vulnerable customers. This will be a key feature of the new service design and we'll ensure we established the right management information to assess impacts.

## SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>X</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

<b>Action</b>	<b>Expected outcome</b>	<b>Officer</b>	<b>Completion Date</b>
Develop detailed project plan to set out the key purpose of this initiative, key objectives and expected outcomes for residents and the Council	Clear understanding of the scope of the project, expected benefits and anticipated impact on customers	Asha Vyas	June 2020
Carry out segmentation analysis	To understand customers base and to assess the	Asha Vyas	August 2020

	impact of the changes to staffing level		
Develop a suite of management information to measure the success of the new service including the impact of customers	Understanding of performance post implementation of the change process and a clear measurement of impact on customers	Asha Vyas	October 2020

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

<b>OFFICER:</b>	Troy Francis
<b>REVIEWING OFFICER:</b>	
<b>HEAD OF SERVICE:</b>	Troy Francis

Reduction in postal costs (2021-23 CDS 007)

## EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	Reduction in postal costs
<b>DEPARTMENT:</b>	Customer and Digital Services
<b>TEAM:</b>	Post Team
<b>LEAD OFFICER:</b>	Asha Vyas
<b>DATE:</b>	05/12/19

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Reduce expenditure on postage through increased use of automation and on line channels for residents
--

2. Who may be affected by this policy or proposal?

No impact – this should be a natural consequence of the implementation of the Digital Strategy which is increasing digital self-service across a range of services and making is easier for residents to transact on line.
--

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

No. As in point two above, this should be a natural consequence of the implementation of the Digital Strategy which is increasing digital self-service across a range of services and making it easier for residents to transact on line.

4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race		X	
Disability		X	
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		X	

5. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?	X	
Does the policy or proposal relate to an area with known inequalities?		X
Would the policy or proposal change or remove services used by vulnerable groups of people?		X
Has the potential for negative or positive equality impacts been identified with this policy or proposal?		X
<p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

No inequality can be identified from this specifically. There is a wider EA consideration for the Digital Strategy, however.

An equality impact assessment will be carried out to determine the impact of the detailed proposal. The design of new customer access target operating model will include a clear offer for customers from lower socio-economic backgrounds and disabled people.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	n/a
DISABILITY	
Details of impacts identified	n/a
RACE	
Details of impacts identified	n/a
SEX	
Details of impacts identified	
SEXUAL ORIENTATION	

<b>Details of impacts identified</b>	n/a
<b>PREGANCY AND MATERNITY</b>	
<b>Details of impacts identified</b>	n/a
<b>RELIGION OR BELIEF</b>	
<b>Details of impacts identified</b>	n/a
<b>GENDER REASSIGNMENT</b>	
<b>Details of impacts identified</b>	n/a
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
<b>Details of impacts identified</b>	n/a

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

n/a

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

n/a

5. Please detail any areas identified as requiring further data or detailed analysis.

n/a

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

n/a

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

n/a

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

There are no mitigating actions foreseen to be needed as there is no impact to the customer.

## SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>x</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

<b>Action</b>	<b>Expected outcome</b>	<b>Officer</b>	<b>Completion Date</b>
n/a			

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## SECTION F – SIGN OFF

<b>OFFICER:</b>	Leigh Wood
<b>REVIEWING OFFICER:</b>	Troy Francis
<b>HEAD OF SERVICE:</b>	Asha Vyas

## BCS - Savings from new Council Tax Support scheme (2021-23 CDS 008)

### EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	Savings from new Council Tax Support scheme
<b>DEPARTMENT:</b>	Customer and Digital Services
<b>TEAM:</b>	Benefits
<b>LEAD OFFICER:</b>	Asha Vyas
<b>DATE:</b>	05/12/19

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

A new Council Tax Support (CTS) scheme is being introduced from April 2020. Although initially this may generate some additional customer demand due to the change from the existing scheme, following this it is expected that the new, simplified scheme will be easier to administer (as well as providing opportunities for greater automation.)

This staff saving will be made during the first year of running the new CTS scheme through natural turnover.

See also Savings proposal 2021-23 CDS 011, in conjunction with this proposal.

It should be noted that the Benefit Service is also reducing other staffing costs (currently met via Reserves) by approximately £200K each year up to 2023/24 in relation to the rollout of Universal Credit.

2. Who may be affected by this policy or proposal?

No impact – The reduction in FTEs will be as a natural consequence of a simplified scheme.

A communications plan is being developed and will include specific messaging to vulnerable groups.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

No - as in point two above.

4. Please indicate with an "X" the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race		X	
Disability		X	
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		X	

5. Please complete **each row** of the checklist with an "X".

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council's public sector equality duty?	X	
Does the policy or proposal relate to an area with known inequalities?		X
Would the policy or proposal change or remove services used by vulnerable groups of people?		X
Has the potential for negative or positive equality impacts been identified with this policy or proposal?		X
<p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

No inequality can be identified from this specifically. There is a wider EA consideration for the Council Tax Support scheme, however. This has now been agreed at Full Council.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	n/a
DISABILITY	
Details of impacts identified	n/a
RACE	
Details of impacts identified	n/a
SEX	
Details of impacts identified	
SEXUAL ORIENTATION	
Details of impacts identified	n/a

PREGANCY AND MATERNITY	
Details of impacts identified	n/a
RELIGION OR BELIEF	
Details of impacts identified	n/a
GENDER REASSIGNMENT	
Details of impacts identified	n/a
MARRIAGE & CIVIL PARTNERSHIP	
Details of impacts identified	n/a

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

n/a

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

n/a

5. Please detail any areas identified as requiring further data or detailed analysis.

n/a

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

n/a

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

n/a
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## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

There are no mitigating actions foreseen to be needed as there is no impact to the customer.
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## SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>x</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date
n/a			

## SECTION F – SIGN OFF

<b>OFFICER:</b>	Leigh Wood
<b>REVIEWING OFFICER:</b>	Troy Francis
<b>HEAD OF SERVICE:</b>	Asha Vyas

Increased automation (2021-23 CDS 009)

### EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	Increased automation
<b>DEPARTMENT:</b>	Customer and Digital Services
<b>TEAM:</b>	Benefits
<b>LEAD OFFICER:</b>	Asha Vyas
<b>DATE:</b>	05/12/19

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Implementation of increased automation through Robotic processing, Northgate modules and Customer Relationship Management (CRM) system.

2. Who may be affected by this policy or proposal?

Automation should have a positive impact for residents as it will increase processing efficiency, accuracy and consistency of decisions. However, we recognise that appropriate checks will need to be put in place to ensure the integrity of data handling by the robotic solution.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes, In compliance with the Equality Act 2010 and the Public Sector Equality Duty (PSED), the Council must, in the exercise of its functions, have "due regard" to the need to:

4. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.

5. Advance equality of opportunity between people who share a protected characteristic and those who do not.
6. Foster good relations between people who share a protected characteristic and those who do not

It is too early to make an informed assessment to determine compliance with the above

4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race		X	
Disability		X	
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		X	

5. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?	X	
Does the policy or proposal relate to an area with known inequalities?		X
Would the policy or proposal change or remove services used by vulnerable groups of people?		X
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	X	
<p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

There already a number of automation solution in operation within the department. We know from experience the need to ensure the right system logic, coupled with good quality data is required. This will enable consistency and minimise the risk of adversely affecting customers from particular groups. There is no anticipated adverse risk to any of the protected groups. Though further work will be done as part of the detailed proposal to assess the same.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	n/a
DISABILITY	
Details of impacts identified	n/a
RACE	
Details of impacts identified	n/a
SEX	
Details of impacts identified	
SEXUAL ORIENTATION	

<b>Details of impacts identified</b>	n/a
<b>PREGANCY AND MATERNITY</b>	
<b>Details of impacts identified</b>	n/a
<b>RELIGION OR BELIEF</b>	
<b>Details of impacts identified</b>	n/a
<b>GENDER REASSIGNMENT</b>	
<b>Details of impacts identified</b>	n/a
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
<b>Details of impacts identified</b>	n/a

8.3 Could any of the impacts you have identified be unlawful under the Equality Act 2010?

n/a

8.4 Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

n/a

8.5 Please detail any areas identified as requiring further data or detailed analysis.

n/a
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3. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

n/a
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4. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

n/a
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### SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

There are no mitigating actions foreseen to be needed as there is no impact to the customer.
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### SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>x</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

### SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date
n/a			


## SECTION F – SIGN OFF

<b>OFFICER:</b>	
<b>REVIEWING OFFICER:</b>	
<b>HEAD OF SERVICE:</b>	

Replace online benefits form with a more agile solution to improve customer experience (2021-23 CDS 010)

## EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	Replace IEG4 online benefits forms
<b>DEPARTMENT:</b>	Customer and Digital Services
<b>TEAM:</b>	Benefits
<b>LEAD OFFICER:</b>	Asha Vyas
<b>DATE:</b>	05/12/19

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

<p>The Benefits Service currently utilises an electronic claim form (IEG4) for claimants to make initial claims and report changes in circumstances – and has done successfully for several years. An EIA was carried out for online claiming several years ago. This is not a new initiative, rather looking for a more cost effective solution.</p> <p>This is used in conjunction with Risk Based Verification (RBV) software which risk-scores each claim / change, thereby dictating how much evidence is required from the claimant to support their claim.</p> <p>Over the next couple of years, there will be less need to utilise this relatively expensive approach, because: -</p>
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- The continued rollout of Universal Credit (UC) will result in a significant reduction in the number of claims and changes in circumstances for Housing Benefit (HB)
- A new Council Tax Support (CTS) scheme is being introduced from April 2020, utilising a significantly simpler claim process, less need for evidence verification from claimants (as more information from DWP and HMRC will be utilised), and indeed less need or benefit to be gained from differentiating claims on a risk basis (as many of the “higher risk” claims will have migrated from HB to UC).

As a result, it will be possible to move from IEG to a simpler and cheaper alternative e-claim (whether from a third party or internally developed in MS Dynamics). It will also be possible to move away from RBV or introduce a simpler and cheaper variation of this. Furthermore, the simplified CTS scheme has the potential for robotic automation to transfer data from the e-claim directly into the Council Tax system.

Savings will be deliverable by 2022/23 and achieved through cheaper alternative systems (or completely stopping use of RBV), plus 1FTE staffing saving from the potential robotic process.

## 2. Who may be affected by this policy or proposal?

There is not expected to be any impact on service users due to these changes; in fact, the benefits claim process and administration is expected to be improved via these proposals. Customer service is expected to be improved as a result.

## 3. Is there relevance to equality and the council’s public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

No - as in point two above.

## 4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race		X	
Disability		X	
Sexual orientation		X	
Gender reassignment		X	

Religion or belief		X	
Pregnancy or maternity		X	
Marriage		X	

5. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?	X	
Does the policy or proposal relate to an area with known inequalities?		X
Would the policy or proposal change or remove services used by vulnerable groups of people?		X
Has the potential for negative or positive equality impacts been identified with this policy or proposal?	X	
<p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

The IEG solution determines help determines claimant’s eligibility and entitlement to housing and Council tax support benefits. Data from established management reports have provided a view of the key risk indicators to bear in mind as part of the transition to an alternative solution. The key risk indicators will potentially include a few indicators relating to equalities and processes.

2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE
-----

<b>Details of impacts identified</b>	n/a
<b>DISABILITY</b>	
<b>Details of impacts identified</b>	n/a
<b>RACE</b>	
<b>Details of impacts identified</b>	n/a
<b>SEX</b>	
<b>Details of impacts identified</b>	
<b>SEXUAL ORIENTATION</b>	
<b>Details of impacts identified</b>	n/a
<b>PREGANCY AND MATERNITY</b>	
<b>Details of impacts identified</b>	n/a
<b>RELIGION OR BELIEF</b>	
<b>Details of impacts identified</b>	n/a
<b>GENDER REASSIGNMENT</b>	

<b>Details of impacts identified</b>	n/a
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
<b>Details of impacts identified</b>	n/a

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

n/a

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

n/a

5. Please detail any areas identified as requiring further data or detailed analysis.

n/a

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

n/a

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

n/a

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

There are no mitigating actions foreseen to be needed as there is no impact to the customer. However, should the project be taken forward an EIA will be carried out accordingly.

## SECTION D – RESULT

<i>Please select one of the following options. Mark with an "X".</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>x</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

Action	Expected outcome	Officer	Completion Date
n/a			

## SECTION F – SIGN OFF

<b>OFFICER:</b>	Leigh Wood
<b>REVIEWING OFFICER:</b>	Troy Francis
<b>HEAD OF SERVICE:</b>	Asha Vyas

BCS - Staffing efficiencies (2021-23 CDS 011)

## EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	Staff efficiencies
<b>DEPARTMENT:</b>	Customer Access
<b>TEAM:</b>	Benefit assessment
<b>LEAD OFFICER:</b>	Troy Francis
<b>DATE:</b>	4 December 2019

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

Deliver staff efficiencies through undertaking various change management initiatives, aimed at the council tax support function and natural turnover. Savings will be spread across 2021/22 and 2022/23.

Staff working across our customer access operations (customer facing and back offices) would be affected.

It should be noted that the Benefits Service is also reducing other staffing costs by approximately £200k each year up to 2023/24 in relation to the rollout of Universal Credit. This is part of wider operational resource management strategy imposed us as part of the Universal Credit implementation. This commitment is set out within the departmental service plan.

2. Who may be affected by this policy or proposal?

There is not expected to be any impact on service users due to these staffing reductions, as they are all expected to be accomplished via streamlined or simplified processes (Council Tax / Benefits) or new systems (ASH). Customer service is expected to be improved as a result.

Any changes arising from this proposal will be communicated through local specific communication and engagement plan.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

Yes, In compliance with the Equality Act 2010 and the Public Sector Equality Duty (PSED), the Council must, in the exercise of its functions, have "due regard" to the need to:

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

3. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race		X	
Disability		X	
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		X	

4. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?	X	
Does the policy or proposal relate to an area with known inequalities?		X
Would the policy or proposal change or remove services used by vulnerable groups of people?		X
Has the potential for negative or positive equality impacts been identified with this policy or proposal?		X
<b>If you have answered YES to ANY of the above, then proceed to section B.</b>  <b>If you have answered NO to ALL of the above, then proceed straight to section D.</b>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

There are various pieces of analysis carried out to determine operational and customer demands. This has some provided some crude baselines to inform a range of indicative assumptions. A demand forecasting analysis exercise is underway. The outcome of this piece of work will provide clarity on the Council's future channel strategy and resource model for frontline services. We'll also consider the use of new technology to handle some of our simple high volume activities.

A further impact assessment will be carried out to assess any impact on vulnerable residents.

2. For each "protected characteristic" provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state "not applicable".

AGE	
Details of impacts identified	Not applicable
DISABILITY	
Details of impacts identified	Not applicable
RACE	
Details of impacts identified	Not applicable
SEX	
Details of impacts identified	Not applicable
SEXUAL ORIENTATION	

<b>Details of impacts identified</b>	Not applicable
<b>PREGANCY AND MATERNITY</b>	
<b>Details of impacts identified</b>	Not applicable
<b>RELIGION OR BELIEF</b>	
<b>Details of impacts identified</b>	Not applicable
<b>GENDER REASSIGNMENT</b>	
<b>Details of impacts identified</b>	Not applicable
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
<b>Details of impacts identified</b>	Not applicable

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

Not applicable

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

No applicable

5. Please detail any areas identified as requiring further data or detailed analysis.

A more detailed analysis of call demand, together with a very detailed segmentation analysis

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

We will carry out a further equality impact assessment once we've work up the detail of the new service design

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

We will develop a suite of management reports to monitor the impact of service post implementation of the new service arrangements.

A fresh equality impact assessment will be carried out once we've got a detailed change plan. Having said that we're not anticipating any adverse impact on any of the protected characteristic.

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

The above analysis has concluded that further work is required to determine the overall impact of the proposed initiative to generate efficiencies in staffing levels. Our indicative view is that this change will enhance service delivery.

We recognise the need to ensure that above changes does not adversely affect any particular customer group. This will be a key feature of any changes to resource levels and we'll ensure we established the right management information to assess impacts.

## SECTION D – RESULT

*Please select one of the following options. Mark with an "X".*

<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>X</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	

<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	
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## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

<b>Action</b>	<b>Expected outcome</b>	<b>Officer</b>	<b>Completion Date</b>
Carry out segmentation analysis. There is a data demand analysis currently underway which will complement our current data sets. We're also intending to carry out a programme of customer journey mapping.	To understand customers base and to assess the impact of the changes to staffing level	Asha Vyas	August 2020
Develop detailed project plan to set out the key purpose of this initiative, key objectives and expected outcomes for residents and the Council	Clear understanding of the scope of the project, expected benefits and anticipated impact on customers	Asha Vyas	June 2020
Develop a suite of management information to measure the success of the new service including the impact of customers. The management information referred to here will also include data to assess any equality impacts.	Understanding of performance post implementation of the change process and a clear measurement of impact on customers	Asha Vya	October 2020

## SECTION F – SIGN OFF

<b>OFFICER:</b>	Troy Francis
<b>REVIEWING OFFICER:</b>	
<b>DIRECTOR OF CUSTOMER</b>	Troy Francis

Transformation staffing efficiencies (2021-23 CDS 012)

<b>Reference:</b>	2021-23 CDS 012
<b>Service(s):</b>	Transformation
<b>Lead Member(s):</b>	Margaret McLennan

<b>Savings Proposals:</b>	Transformation staffing efficiencies
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### **Financial and Staffing Information**

2019/20	
<b>Total budget for the service(s) £'000:</b>	<b>£3M</b>
<b>Total post numbers in the services(s) (FTE):</b>	<b>53</b>

	2021/22	2022/23
	£'000	£'000
<b>Proposed saving:</b>		100
	FTE	FTE
<b>Proposed staffing reduction</b>		1

### **Proposed savings**

Reduction of one management post as part of re-alignment of team structure following merger of Transformation, BCS service improvement, web and business intelligence functions. The current structure has 6 posts at this level.

### **How would this affect users of this service?**

No impact. Work would be redistributed across the team.

### **Key milestones**

N/A

### **Key consultations**

Consultation with affected staff on any structural changes.

### **Key risks and mitigations**

Risk of impact to delivery of transformation work programme will be mitigated by gradual implementation of changes and re-alignment of work between other managers in the team.

### **Equality impact screening**

The proposal would not have an adverse impact on any of the protected characteristics as outlined in the Equality Act 2010.

Is there potential for the proposed saving to have a disproportionate adverse impact on any of the following groups:	
Disabled people	No
Particular ethnic groups	No
Men or Women (include impacts due to pregnancy/maternity)	No
People of particular sexual orientation/s	No
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	No
People in particular age groups	No
Groups with particular faiths/beliefs	No
Marriage / civil partnership	No

*If the screening has identified a potentially disproportionate adverse impact, you will need to complete an Equality Impact Assessment.*

EIA required?:	No
EIA to be completed by:	
Deadline:	

Lead officer for this proposal:	Sadie East
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## Chief Executive's Department

Efficiency savings proposals (2021-23 CE 001/2/3)

### EQUALITY ANALYSIS (EA)

<b>POLICY/PROPOSAL:</b>	Efficiency savings within the Chief Executive's Departments
<b>DEPARTMENT:</b>	Chief Executive's Departments – (i) Finance, (ii) Legal, Human Resources, Audit and Investigations (iii) Assistant Chief Executive
<b>TEAM:</b>	
<b>LEAD OFFICER:</b>	Minesh Patel, Director of Finance. Debra Norman, Director of Legal, HR, Audit & Investigations. Shazia Hussain, Assistant Chief Executive.
<b>DATE:</b>	4 December 2019

## SECTION A – INITIAL SCREENING

1. Please provide a description of the policy, proposal, change or initiative, and a summary its objectives and the intended results.

LHRA&I proposals:

Reduce external Internal Audit through re-procurement and utilise finance resource through rotations. This will reduce overall available internal audit hours.

1. Full cost recovery from external.
2. Restructure of vacant posts in a legal team.
3. Rationalise OH checks on recruitment.
4. Re-procurement of Legal Library provider

Finance proposals:

5. Centralise management of all the council's energy spend drive procurement savings.
6. Rationalise, reduce and consolidate the use of document storage across the council via destruction and use of technology. This would be a spend to save project.

ACE proposals:

7. It is proposed to review the structure of the admin support across the council and centralise core elements within the Executive & Member Services function in 2021/22 which will result in efficiencies.
8. Restructure of Conference and Events to remodel the service with a view to generating more income, c£200k. This will mainly cover the historic communications income target gap and the £100k saving required for 2020/21.

2. Who may be affected by this policy or proposal?

Minimal impact on users of the service as the proposals focus primarily on efficiency savings and income generation.

Proposals within ACE will involve staffing restructures, which will be managed through the Managing Change policy.

3. Is there relevance to equality and the council's public sector equality duty? Please explain why. If your answer is no, you must still provide an explanation.

It is not expected that the proposals will have relevance to equality and the council's public sector equality duty. This is because the proposals focus primarily on efficiency savings and income generation. The proposals that involve staffing restructures will be managed through the Managing Change policy.

4. Please indicate with an “X” the potential impact of the policy or proposal on groups with each protected characteristic. Carefully consider if the proposal will impact on people in different ways as a result of their characteristics.

Characteristic	IMPACT		
	Positive	Neutral/None	Negative
Age		X	
Sex		X	
Race		X	
Disability		X	
Sexual orientation		X	
Gender reassignment		X	
Religion or belief		X	
Pregnancy or maternity		X	
Marriage		X	

5. Please complete **each row** of the checklist with an “X”.

SCREENING CHECKLIST		
	YES	NO
Have you established that the policy or proposal <i>is</i> relevant to the council’s public sector equality duty?		X
Does the policy or proposal relate to an area with known inequalities?		X
Would the policy or proposal change or remove services used by vulnerable groups of people?		X
Has the potential for negative or positive equality impacts been identified with this policy or proposal?		X
<p><b>If you have answered YES to ANY of the above, then proceed to section B.</b></p> <p><b>If you have answered NO to ALL of the above, then proceed straight to section D.</b></p>		

## SECTION B – IMPACTS ANALYSIS

1. Outline what information and evidence have you gathered and considered for this analysis. If there is little, then explain your judgements in detail and your plans to validate them with evidence. If you have monitoring information available, include it here.

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2. For each “protected characteristic” provide details of all the potential or known impacts identified, both positive and negative, and explain how you have reached these conclusions based on the information and evidence listed above. Where appropriate state “not applicable”.

AGE	
Details of impacts identified	
DISABILITY	
Details of impacts identified	
RACE	
Details of impacts identified	
SEX	
Details of impacts identified	
SEXUAL ORIENTATION	
Details of impacts identified	
PREGANCY AND MATERNITY	
Details of impacts identified	
RELIGION OR BELIEF	

<b>Details of impacts identified</b>	
<b>GENDER REASSIGNMENT</b>	
<b>Details of impacts identified</b>	
<b>MARRIAGE &amp; CIVIL PARTNERSHIP</b>	
<b>Details of impacts identified</b>	

3. Could any of the impacts you have identified be unlawful under the Equality Act 2010?

4. Were the participants in any engagement initiatives representative of the people who will be affected by your proposal and is further engagement required?

5. Please detail any areas identified as requiring further data or detailed analysis.

6. If, following your action plan, negative impacts will or may remain, please explain how these can be justified?

7. Outline how you will monitor the actual, ongoing impact of the policy or proposal?

## SECTION C - CONCLUSIONS

Based on the analysis above, please detail your overall conclusions. State if any mitigating actions are required to alleviate negative impacts, what these are and what the desired outcomes will be. If positive equality impacts have been identified, consider what actions you can take to enhance them. If you have decided to justify and continue with the policy despite negative equality impacts, provide your justification. If you are to stop the policy, explain why.

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## SECTION D – RESULT

<i>Please select one of the following options. Mark with an “X”.</i>		
<b>A</b>	<b>CONTINUE WITH THE POLICY/PROPOSAL UNCHANGED</b>	<b>X</b>
<b>B</b>	<b>JUSTIFY AND CONTINUE THE POLICY/PROPOSAL</b>	
<b>C</b>	<b>CHANGE / ADJUST THE POLICY/PROPOSAL</b>	
<b>D</b>	<b>STOP OR ABANDON THE POLICY/PROPOSAL</b>	

## SECTION E - ACTION PLAN

This will help you monitor the steps you have identified to reduce the negative impacts (or increase the positive); monitor actual or ongoing impacts; plan reviews and any further engagement or analysis required.

<b>Action</b>	<b>Expected outcome</b>	<b>Officer</b>	<b>Completion Date</b>

## SECTION F – SIGN OFF

Please ensure this section is signed and dated.

<b>OFFICER:</b>	Ravinder Jassar, Head of Finance
<b>REVIEWING OFFICER:</b>	Minesh Patel, Director of Finance
<b>HEAD OF SERVICE:</b>	Minesh Patel, Director of Finance. Debra Norman, Director of Legal, HR, Audit & Investigations.

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**Appendix D**

**London Borough of Brent**

**Report of the Budget Scrutiny Task Group**

**By Cllr Matt Kelcher, Chair**

**January 2020**

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# 1. Introduction

## a) Purpose

For readers new to the budget scrutiny process in Brent, it is important to note at the outset what the purpose, scope and limits of this report are.

What this report does	What this report does not do
Starts a conversation about the plans for Brent's 2020-21 budget and highlights some key talking points that members may wish to examine further as the full budget setting process is followed	Cover every possible contention, thought or recommendation that backbench councillors in Brent may wish to raise before the budget is passed by full council
Provides a paper to be analysed by the wider Resources and Public Realm Scrutiny Committee at its January 2020 meeting, and suggests some early recommendations for this committee	Represent the final or unalterable word of Brent's two scrutiny committees and all of the councillors involved in scrutiny
Summarises some of the key political debates which must be considered by anyone engaging with Brent's budget setting process	Provide a line-by-line analysis of the borough's proposed budget, re-check every calculation or stray into the territory more appropriate for the audit committee
Uses information which is in the public domain and open to any local resident who wishes to look at these issues in more detail	Contain secret information or makes conclusions based on confidential or privileged information

## b) Method

This year, an early general election was called in the middle of the budget scrutiny process. This presented a challenge that budget scrutiny has never before faced when conducting its investigations and writing its final report. Due to purdah restrictions, and the desire of councillors to be on the doorstep rather than in the civic centre, some of our meetings had to be curtailed, rescheduled or combined. However, we still feel confident that we were able to scrutinise the budget and ask important questions about the proposals the cabinet has come forward with.

### **c) Membership of the Scrutiny Task Group**

As ever, this budget scrutiny panel was a joint effort between the borough's two permanent scrutiny committees – with equal representation from the Community and Wellbeing Committee and the Resources and Public Realm Committee. Cllr Kelcher, as chair of the Resources Committee, acted as overall chair of the budget scrutiny panel.

The full panel was comprised as follows.



**Cllr Matt Kelcher  
(Chair)**

*Chair of the Resources  
and Public Realm  
Scrutiny Committee*



**Cllr Neil Nerva**

*Member of the  
Resources and Public  
Realm Scrutiny  
Committee*



**Cllr Ketan Sheth**

*Chair of the Community  
and Wellbeing Scrutiny  
Committee*



**Cllr Anita Thakkar**

*Member of the  
Community and  
Wellbeing Scrutiny  
Committee*

### **d) Legal statement**

Local authorities have a legal duty to set a balanced budget. We are happy to confirm that we believe that this budget meets this test.

We would also like to commend the council's team overall for the prudent, if tough, financial decisions it has taken in recent years which ensure that Brent is able to achieve a balanced budget, despite facing huge cuts from central government.

We are pleased there is no immediate prospect of the council falling into the kind of deep financial difficulties we have seen in places such as Northamptonshire County Council.

## 2. Half way there

### a) Context

When examining the proposed 2020/21 budget it is important to remember that we are at the halfway stage of a process. In February 2019, Brent passed a comprehensive two-year budget to cover the period from 2019 to 2021. As part of this budget setting process an in-depth scrutiny review of every proposed saving was carried out. Some parts of this budget have now changed, and new savings and plans have been worked into the budget framework. So, overall, there are necessarily fewer savings proposals to be considered at this stage of the process, but more out-turn reports to review.

Scrutiny has endorsed Brent's two-year budget setting in previous reports. There is so little certainty in the world of local government finance, that any step a borough can take to allow its officers and members to plan in a slightly longer-term manner must be taken.

Adding to the whirl of uncertainty at the time this review was carried out, was the December 2019 general election. Before the election was called, central government was committed to a thorough review of the revenue support grant – the main source of income for councils like ours. We anticipate that this review will still take place, and that its outcome will not be beneficial to Brent.

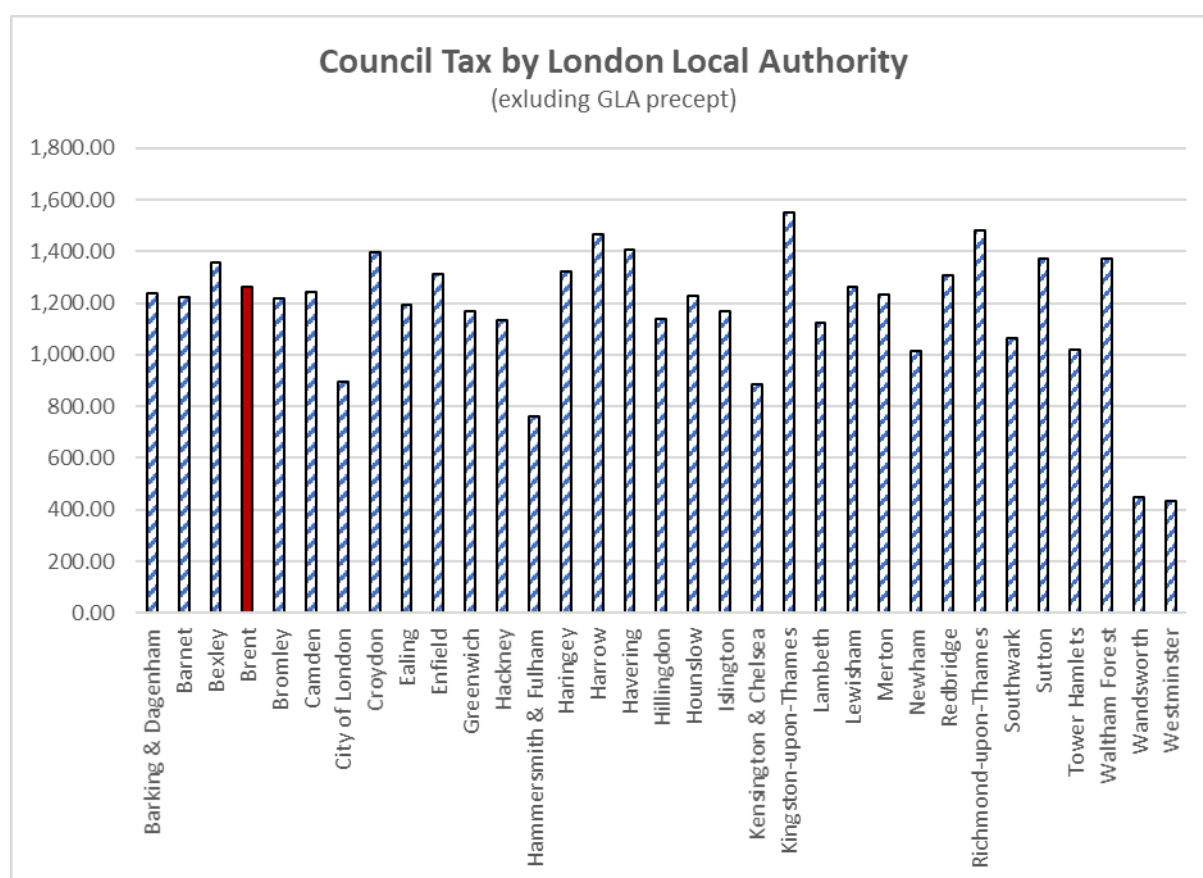
This is for two main reasons:

1. The government have stated that they are looking to add consideration of the distances that people must travel to access council services into the funding formula. This is likely to distribute money away from inner city boroughs and into shire counties, disadvantaging Brent.
2. The government have also made it clear that they think money should be shared more evenly on a head of population basis, with the deprivation of areas given less consideration than now. Again, this could lead to a distribution of money away from a place like Brent, which despite the best efforts of the council, continues to have economic difficulties and is less affluent than many other boroughs in London and across England.

Therefore, it is very likely that when we look at the budget again next year, the financial position of Brent may have become even more precarious.

We appreciated that the cabinet's recommendation to raise council tax by 3.99 per cent as part of the budget was influenced by this political context.

In the previous few years, the budget scrutiny panel has invariably supported proposals to raise council tax by the maximum amount allowed in law. Quite simply we felt there was no alternative to this if we wanted to set a balanced budget as the revenue support grant is pulled away from authorities like ours. We were also satisfied that Brent was raising its level of council tax from a relatively low base and even with the recent year-on-year increases was nowhere near the most expensive place to pay council tax in London, as shown below.



In addition, we have seen clear evidence that the council is committed to helping the most vulnerable to manage the burden that council tax can impose. Last year's budget contained a provision to make a saving through a revised council tax support scheme. When it became apparent that such savings could not be made without harming the most vulnerable, we were pleased to see that Brent went back to the drawing board and drew up a new scheme, even though this would not save money overall.

This new plan came to the Resources and Public Realm Scrutiny Committee for pre-scrutiny where the overall approach was endorsed.

Despite all of this, we know that council tax overall is a regressive tax, and it is regrettable that local government as a whole has been put in a position where almost every council feels it has no choice but to raise council tax by the maximum permitted amount.

#### **b) Council Tax collection**

The collection rate for council tax measures both as an in-year collection rate and an overall rate, which takes into account the fact that charges raised are sometimes not paid on time but the council pursues them until they are paid or become uncollectable.

The table below shows the collection rates, both in-year and overall, for the last three years as a percentage of total charges due. Please note that collection for these years will continue and so the cumulative position is expected to increase.

	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
	<b>%</b>	<b>%</b>	<b>%</b>
In-year collection	95.74	95.80	96.10
Cumulative collection	97.23	96.65	96.50

The target for the lifetime collection rate that is built into financial planning assumptions is 97.63%. This is based on a historical analysis of collection rates. For example, the collection rate for the financial year 2013/14 as at October 2019 was 97.49% and in October 2018 it was 97.44%. If this trend were to continue, it is likely that a collection rate beyond 97.63% could be achieved in two years' time.

This does not mean that collection efforts will stop once the budgeted collection levels have been reached, or that eventual losses will necessarily be 2.37%. It is, however, essential that an adequate non-collection allowance be made each year. The Government recognises that no billing authority can collect every pound of Council Tax and that an element of collection will continue after the relevant year. The legislation provides for an allowance for non-collection to be incorporated into financial planning assumptions.

In an ideal world, we would hope that Brent would have a clear picture of the point at which they would see further rises to be unfair or unaffordable, or perhaps a target to never get

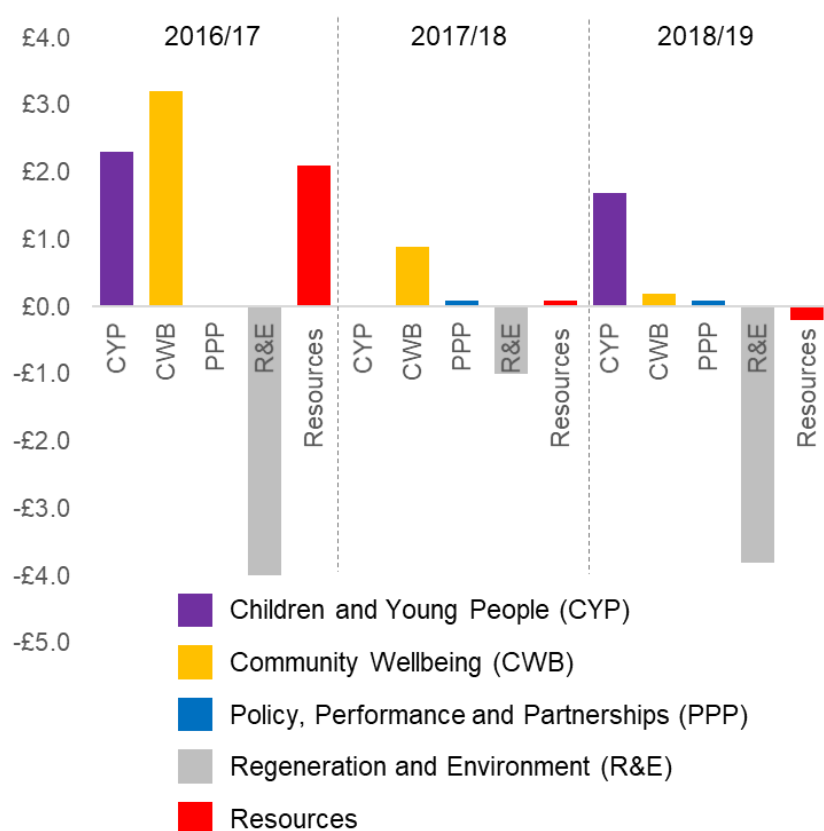
higher than a certain point on the 'league table' of council tax levels amongst the 32 London boroughs. We made these points to the Deputy Leader of the Council at one of our budget scrutiny panel meetings, but accepted her rebuttal that with so much financial uncertainty in local government (for the reasons outlined above) Brent can only take decisions on a year-by-year basis for the time being.

Therefore, we again endorse the plan for a council tax rise for the 2020/21 financial year.

### c) Over/underspends

The panel analysed the outturn budget position at the halfway point of the two-year cycle. We questioned any areas of over/underspend that emerged from this. For example, we identified an overspend of £200k from Community Wellbeing, and discovered this arose from work on prevention programmes.

More strategically, the panel identified a recurring problem of certain departments consistently over or under spending on their budgets. The table below summarises the situation.



As readers will clearly be able to see, in two of the last three years the Children and Young People's department (CYP) has significantly overspent, and this over spend has been made up by an even more significant underspend in the Regeneration and Environment Department.

We spent some significant time discussing the drivers of overspend in CYP, and identified the following reasons why accurate budget forecasting in this department is difficult:

- This is a demand-led department with the level of spending determined by what cases the council has to deal with. A handful of additional children or young people with high needs can cost the council hundreds of thousands, or even millions, of pounds.
- It is not just the number of cases that are unpredictable, but also the level of need in each case. Therefore, whilst the overall number of looked after children in Brent is lower than in many similar London boroughs, if just a few of these young people require the most intensive (and therefore expensive) placement care there can be a significant multiplier effect which makes budget setting particularly hard.
- We cannot legally, nor should we ever wish to, turn away any of these people, and so the budget in this department cannot be rigorously stuck to.
- Wider social issues that have an enhanced impact on more deprived London boroughs like Brent drive costs even further. For example, in-house fostering is not only most often the best solution for young people in need, it is also the cheapest option for the council. However, the chronic lack of housing in Brent means that few of our in house foster parents have the spare rooms required, forcing the council to go to more expensive private foster companies.
- Brent is not starting from a high base, as there are currently only five London boroughs with a lower level of funding for children's services.

We also discussed the extra expense that comes when the council is forced to use agency social workers rather than in-house staff. It was reported that in the second half of 2018-2019 the Localities Service took action to reduce the number of agency social workers whilst maintaining the commitment to safe caseloads, however, at times the service had had to run at up to 20 FTE over establishment, with up to a third of case holding staff being agency workers. The full year impact of 20 additional FTE accounted for the majority of a £1.3m overspend. In the second half of 2018-2019 the number of additional agency social workers was reduced to 14 by year end.

The issue of agency workers in this department has been discussed by budget scrutiny many times in recent years and we were pleased to learn that progress has been made to reduce the reliance on agency workers at management level. We hope further progress can be made for all agency staff, particularly as the council looks to build and acquire far more homes in Brent for social rent.

Following these discussions, and analysis of the factors summarised above, we accepted that accurate budgeting in this department will always be tricky. It could also be argued that simply increasing the size of the CYP budget might not create the kind of incentives we would like, for officers to continue to drill down on inefficiency in this department.

Nonetheless given the fact that overspends in this department are regular, and that underspends in other departments to make up the shortfall cannot be guaranteed, we do feel the council's finance team should look again at what each department is likely to spend and aim for a more accurate forecast.

#### d) Accountability

The discussion around budget outturn also led us to investigate what processes the council follows when it becomes apparent that a proposed policy is not going to deliver the level of saving anticipated within a given financial year.

Obviously, when this occurs a mitigation must be made elsewhere to plug the gap. It was our strong belief that any such decisions could have an impact on services delivered to our residents, and therefore that such decisions should be unequivocally member-led and accountable to the public through their local councillors.

We examined tables used by the finance department to report on quarterly budget results, and found these to be helpful in tracking where shortfalls have occurred.

However, it was not clear that in this process that the final column, on mitigation is always signed off fully by the lead member, ultimately responsible for what happens in their department.

Brent		Cabinet 14 October 2019 Report of the Finance Director
Quarter 2 Financial Report 2019/20		
Wards Affected:	All	
Key or Non-Key Decision:	Key	
Open or Part-Fully Open?:	Open	
No. of Appendices:	None	
Background Papers:	None	
Contact Officer(s):	Ben Ainsworth, Head of Finance 020 8937 1731 Benjamin.Ainsworth@brent.gov.uk	

1. Summary

1.1. This report sets out the current forecasts of income and expenditure against the budget for 2019/20 and other key financial data.

1.2. Overall the Council is expecting to underspend against the main general fund revenue budget by £1.1m. This primarily relates to a net underspend of £1.5m in Regeneration and Environment, partially to several areas of underspend in Environmental services, (as set out in paragraph 3.6.2). Offsetting this is a £0.2m overspend relating to historic care costs within Adult Social Services (as set out in paragraph 3.4.3). There is a further net overspend of £0.5m within Children and Young People (CYP) relating to an overspend in Partnership Planning and Performance and Localities (as set out in paragraph 3.3). All other departments within the General Fund are forecasting to spend to budget.

1.3. The Housing Revenue Account (HRA) is forecast to overspend by £0.5m (as set out in paragraph 3.10.1).

Therefore, we ask the council to change its procedure to ensure that its financial reports clearly state which lead member has signed off on which mitigating steps, and on which date. It is also incumbent upon lead members to bring back any mitigation steps which might change council policy, to the lead group. This happened with the change of plans around council tax support in 2019, a model which should be emulated, most notably around the NAIL project where the anticipating savings have not been realised.

We also recognise that local government finance can be daunting and has different rules and procedures than finance and accounting found in the private or third sectors. We therefore believe it is essential that all incoming cabinet members receive bespoke local government finance training as part of their induction. This training should also be made readily available for backbenchers, so they can gain the confidence to hold the cabinet to account on budgetary issues.

#### **e) The public health grant**

We were very concerned about the pressures on public health spending.

In recent years, the public health budget, and public health responsibility, has been devolved away from the Department of Health and Social Care (DHSC) and down to local councils. Unfortunately, with this devolution has also come cuts. We learnt that current public health spending in Brent was in-line with the budget, but that the core grant from Public Health England had been reduced from £21.4m to £20.8m in 2019/20.

There are many things that councils used to do before the devolution of this responsibility which had a clear public health ethos. Due to pressures on the main revenue budget, many councils have been tempted to fund these services through the public health core grant so they can be maintained even when the revenue support grant is further withdrawn.

An example of such an approach in the budget we were scrutinising was the plan to re-commission health checks for those people with learning difficulties to include public health outcomes. It is well known that those with learning difficulties are less likely to visit their GP and therefore at higher risk of a life-threatening condition which may go undiagnosed until it is too late. Tackling this with health checks in care centres is obviously a laudable thing for the council to pursue and undoubtedly this work has a public health angle.

However, this strategy can also be problematic. Firstly, it reduces the amount of new and targeted public health projects the council can initiate. Public Health England barely runs any

such projects any longer because the money has been devolved to councils, but if councils just use the money to maintain schemes they already have up and running then there is a clear gap. And, secondly, it could be argued to be merely kick the can down the road, as we are now seeing the public health grant being reduced in the same way as the revenue support grant.

We really value public health work, which, when done effectively, can save the public purse fortunes in the long run by preventing the need for expensive medical treatments. Prevention is always better than cure. With budgets cut from all angles there is also no obvious alternative solution which would readily allow the council to deliver the full suite of public health work we would ideally like to see. Central government's demand that councils should 'do more with less' was always an impossibilist dream.

However, we would just like to note that making savings in the revenue budget by moving more services into the public health budget is not a sustainable policy for the long term and the council should be very wary before doing so.

#### **f) Capital spending**

We also took the time to discuss the way in which Brent prioritises its capital spend, and in particular how this can be used strategically to make savings in our revenue spend – the part of the council budget under the most chronic pressure – in future years. We agreed with the chair and vice chair of the audit committee that this is the goal the council should be aiming for, and recommended that this committee take the time to analyse the success of Brent's capital investments against this criteria.

In particular, the panel noted the work of I4B in securing properties which could become assets for the Council, but also reduce the money spent each year providing temporary housing in expensive privately rented accommodation.

We think this model – which allows us to provide a great service to those in need, increases our assets, and reduces our outgoings – is one which should be followed for all other capital projects. The acquiring, or building, of traditional council housing, is also something which would meet this test. We are aware that, in previous years, the existence of 'right to buy' legislation has acted as a key disincentive for local authorities to build social housing. The argument was that it was not prudent to borrow money over a cycle of a minimum of twenty years to build new council homes, if, after just three years of residency the tenants could purchase these properties for far below the market value.

However, the fact that market values in Brent are presently so high, and that only those in the greatest need now get access to the limited social housing stock we currently hold, means it is highly unlikely that many tenants would be able to afford to buy their council home, even with the maximum permitted discount of £100k.

The panel believes this is positive news, and we therefore hope to see an acceleration in the building of new council stock in the coming few years.

#### **g) Business rates**

Much of this section of the report has focussed on the extreme pressures on local government finances. The disappearance of the revenue support grant, the difficulty in continuing to raise council tax and uncertainty about other grants we receive, means that is more important than ever that Brent looks for ways to maximise the money it can raise through business rates retention.

Therefore, we reiterate our calls from previous panel reports that the council leaves no stone unturned in its efforts to grow our local private sector.

We have previously recommended that the council builds on its business board by establishing a single post, or small team, whose sole role would be to attract business to the borough. We believe that this could be funded through incentives with the additional rates brought into the borough used to pay costs and wages, it would therefore not represent a significant new financial burden.

We would also emphasise that significant private sector experience be essential for anyone applying for this position or team, and that the role not be specifically tied to any one department within the council. Instead the business manager or business team should have free reign to float between departments identifying areas where the work of the council may be making things unnecessarily (we would very much emphasise the word 'unnecessarily') difficult for businesses and suggesting improvements.

Of course, they should not have the only or final say and the council should never simply become a tool of business, but with such huge changes to the financing of local government soon to be upon us we feel that creating a new point of view within our structures could be essential in ensuring Brent takes a lead in adapting to life after the central government grant.

In other countries, such as Germany, membership of a Chambers of Commerce is compulsory for registered businesses ensuring that these Chambers are much more powerful and authoritative voices for businesses in their areas and that they have a semi-formal relationship with public bodies. The option suggested by the panel for Brent could replicate some of the best features of this system.

In addition, we believe there is much more the council could do in the arena of procurement. One in every seven pounds in the UK is spent by the state, making procurement one of the key levers that any public sector body has to boost business, employment and the economy.

Brent Council is ideally placed to act as a central coordinator bringing together all public sector bodies which procure services in Brent and get them to synchronise their pre-qualification policies. This would give a strong message that Brent is open for business and encourage businesses to base themselves here so that they can access many different procurement opportunities, and in the long term pay more business rates back into Brent. Currently many businesses feel frustrated and locked out of the public sector procurement process. All public sector bodies set their own pre-qualification test for procurement contracts, so in any given area the Council might ask for copies of accounts dating back five years and a biography of the CEO, the Fire Service might ask for six years of accounts and a biography of every director, the NHS Clinical Commissioning Group for something different altogether.

We would emphasise that within in this there would also be a golden opportunity to ensure further Living Wage payment within local supply chains if such a commitment became a more regular requirement to secure local procurement opportunities.

### 3. Departmental savings

The panel also took the opportunity to question cabinet members and directors about specific savings proposed in their departments. We have summarised some of the key points that emerged from these discussions below.

#### **a) Children and young people**

The proposal designated as CYP 001 aims to clawback money from defunct direct debits. This is based on similar work undertaken by the adult social care team and so we sought (and received) assurance that the two departments would work closely together to learn any lessons and ensure that the assumed savings emerge from a good evidence base.

We also discussed the saving CYP 002 which aims to generate income by selling spaces at our Ade Adepitan Short Breaks Centre to neighbouring authorities at market rates. We were pleased to have it confirmed that young people who are Brent's responsibility would always get first preference, and that only surplus places would be sold.

The panel were assured that the relevant market research and due diligence had been undertaken and that there would be demand for these services. Barnet has already agreed to purchase some of the places when necessary, and Ealing has recently closed its own short breaks centre and so will have need for this service in its neighbouring borough.

We noted that Brent performs well in the area of CYP<sup>1</sup>. This is particularly impressive as Brent is not one of the highest spending London boroughs in this area.

The Department for Education (DFE) has recognised this and asked Brent to share its expertise with other authorities who may not be performing as well, even with bigger budgets. However, they will not provide any financial compensation to cover the officer time required to do this, and so this would represent a cost to the council.

On a more concerning note, we discussed that lack of democratic accountability over the way the Dedicated schools grant (DSG) is allocated, and the implications for Brent's finances. The DSG comes into Brent, but is then allocated by the school's forum, a body the council has a strong relationship with, but not one that is directly elected. They are able to

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<sup>1</sup> Highest-ever Ofsted rating for Brent, The London Borough of Brent, July 2018  
<https://www.brent.gov.uk/Council-news/july-2018/highest-ever-ofsted-rating-for-brent/>

carry forward a small deficit when allocating funds, something that has happened recently due to demands on the high needs block of the DSG. Eventually, the council may have to alleviate these costs by investing to build a new special school, rather than paying for special provision in mainstream schools – a similar spend-to-save rationale as the I4B project discussed above. But until this is feasible an increasing deficit in the area of school's spending could have a significant impact on our general revenue budget which will have to make up the shortfall.

We are aware that the chief executive has commissioned a report looking at this problem and how it can be mitigated. We would recommend that this comes to the Community and wellbeing scrutiny committee as soon as it is ready so this committee can examine the issue and suggest ways to move forward.

## **b) Environment**

The panel commended the income generation work carried out by this department and noted in particular how the investment in the vehicles and capacity required to deliver funerals has already paid for itself.

There is always a balance to be struck in what the council charges for environmental services. It was noted that the council provides a very similar pest control service to that which can be acquired in the private sector, but for around one-third of the price. There would therefore be a case for doubling our prices which could increase income, whilst also keeping our service highly competitive.

However, the council also arguably has a duty to provide such services at an affordable rate, particularly so our most vulnerable residents have a chance to access them. So, whilst Brent should look for income generation opportunities wherever possible – to offset the cuts to our revenue support grant – we will never be able to act as a fully commercial business.

Additionally, we discussed how some savings within this department are significant, but can only be gained once. The most obvious example in this year's budget would be the approximately £700,000 which has been accrued from the sale of additional cemetery space. This space cannot be sold again next year.

To acknowledge the great work of the department in achieving these savings, we believe that this money should be ring fenced to be spent on a project with an environmental theme. In line with the council's priorities, and the fact that Brent has recently declared a climate

emergency, the obvious area for spending this money would be on improving air quality. There are actions that can be undertaken by the authority to improve air quality where a one-off capital injection of £700,000 would make a significant difference.

We believe the most notable is in the area of tree planting. The council currently does not have the revenue budget to replace all diseased or dying trees it removes (outside of those removed as part of the footway improvement plan), or to plant all of the mature trees it would like to. The presence of mature trees on our streets can help to reduce levels of carbon in the atmosphere and significantly reduce stormwater runoff. We will therefore be recommending to cabinet that this pot of money is ring fenced and invested in a tree planting scheme.

On a similar note, we commended the 'spend-to-save' rationale of the proposal designated as R&E 004, which will deploy a dedicated officer to more proactively recover the cost of repairs from developers and builders causing damage to the public highway. We think a similar model can be used elsewhere within the council, for example hiring more trading standards officers to proactively chase cash under proceeds of crime legislation. The borough already does great work to crack down on illegal ventures, including 'beds in sheds', fake travel agents, and delinquent landlords – there must be more opportunity to claw back our costs from those found guilty of these acts.

Our ability to generate income is limited by legislation in some areas. For example, we are currently barred from charging motorcyclists to park in resident parking bays and pay and display bays. This seems unfair as motorbikes still contribute to poor air quality (albeit to a lesser degree than cars) and they should therefore be liable to some charges. We would urge Brent to work with other boroughs, through London Councils and the LGA, to lobby for the powers to levy proportionate charges on parked motorcycles.

This would build on our suggestion, in last year's budget scrutiny panel report that Brent lobby for the power to set a 'tourist tax' as is commonplace in most countries across the world. We know that several councils are becoming more vocal in their demand for this power, including Edinburgh, Birmingham, Bath and Cambridge and we believe Brent should do the same. After a decade of austerity, this is no time for councils to be bashful in their demands of central government, we simply cannot become financially independent without such new powers.

When discussing the Community Infrastructure Levy (CIL) it was noted that the council's Infrastructure Delivery Plan should direct how CIL spending is prioritised. This document should come to the appropriate scrutiny committee for pre-scrutiny. The council, its partners and other stakeholders use this document to ensure that the appropriate infrastructure is provided to support the growth anticipated in the Brent Local Plan. It is used to inform decisions on infrastructure delivery, for example, the allocation of CIL receipts to projects or allocating specific sites for use as schools or other infrastructure. It may also be used where appropriate as supporting evidence in bids for infrastructure funding.

In addition, we noted that more efficiency savings could be generated by the idea of aggregating CIL money for particular outputs. The clear example given was for tree planting. Currently, members and the council are encouraging community groups and individuals across the borough to apply for one-off sums of money for tree planting in the area. We believe it would be more efficient if a certain amount of the CIL budget was allocated as the 'Brent Trees Fund' which fund a certain number of trees per year. People would bid into this fund directly, making the process of allocating new trees more strategic and efficient. Another example would be using CIL to roll out recycling-friendly litter bins, which would again assist our aims to overcome the climate emergency and enhance a universal service for residents.

### **c) Adult social care**

It may be surmised that investment in Adult Social Care spending has an impact on medium and longer term budgets to the council and to external organisations like the NHS.

We discussed, at some length, with the relevant senior officers the very limited flexibility that the council has with the eligibility criteria for adult social care. In the wake of a full decade of cuts to the council's revenue Brent has cut back to providing statutory services only in this arena. This is at least provided consistently and the borough has never lost a judicial review on how it interprets eligibility.

However, following a statutory provision only model can exclude some people we would ideally like to support, for example those facing chronic loneliness or isolation. It would be unrealistic of the panel to recommend that Brent spends money it does not have on expanding support to these areas. But we do believe that the council could do more to signpost residents to voluntary sector alternatives when they just miss out on the eligibility criteria, for example having a few hundred pounds more than the £16k savings cut off.

This is not just good practice, but will help to ensure that Brent has an effective preventative offer. It will also build on Brent's work to establish community hubs where local residents can go to access excellent support and advice, in a council property but from an independent and expert charity.

To truly deliver this model we will need a culture change within the civic centre and recommend that the council develop a strategy to deliver this.

## 4. Conclusion

We hope this report is seen as a fair and balanced one. We have tried at all times to understand the huge financial pressures that the council is under as a result of the severe reductions in our sources of revenue following ten years of central government cuts.

There are cuts contained in the proposed budget which are unpalatable and would not be pursued unless we were in these specific financial circumstances. So, we do not oppose these for opposition's sake because we know if these were taken out of the budget, money would have to be found elsewhere and that such alternative cuts could be even more painful.

Equally, there are areas where the council is working innovatively to generate income, and we recognise and praise these efforts.

This report is not the end of the budget scrutiny process and we look forward to discussing our recommendations, and the budget as a whole, in more depth at future scrutiny, cabinet and full council meetings.

## 5. Recommendations

1. Brent's finance team should continually review the headline budget totals allocated to each department in a bid to avoid repeated budget under/overspends.
2. The council should change its procedure to ensure that its financial reports clearly state which lead member has signed off on which mitigating steps, and on which date.
3. Cabinet members should also feel that it is incumbent upon them to bring back any mitigation steps which might change council policy, to the lead group.
4. All incoming cabinet members should receive bespoke local government finance training as part of their induction. This training should also be made readily available for backbenchers, so they can gain the confidence to hold the cabinet to account on budgetary issues.
5. The Audit committee should analyse the council's recent capital investments to discover the extent to which they have achieved their goal of reducing Brent's ongoing revenue costs.
6. Brent should explore all possible avenues to support businesses in Brent, particular by looking at how local public sector organisations procure services.
7. A report on the way the DSG, and in particular its high needs block, is spent should be sent to the community and wellbeing scrutiny committee as soon as possible.
8. The council should ringfence the money generated by the one-off sale of additional burial plots for a programme of street tree planting and maintenance.
9. The council should explore the opportunity to 'spend to save' by hiring new trading standards officers to rigorously pursue money under proceeds of crime legislation.
10. Brent should work with other boroughs, through London Councils and LGA, to lobby for the powers to levy proportionate charges on parked motorcycles. The council should also step up their campaign for the powers to levy a tourist tax in Brent.

11. Brent's Infrastructure Delivery Plan should direct how CIL spending is prioritised. This document should come to the appropriate scrutiny committee for pre-scrutiny.
12. Opportunities to drive efficiency by aggregating CIL funds, for example for new trees and recycling friendly bins, should be pursued.
13. The council should develop a strategy to ensure its officers signpost residents to voluntary sector alternatives wherever possible.
14. The work of budget scrutiny should be more closely coordinated with the audit committee, who should have a place on next year's panel.

**ADVICE FROM THE DIRECTOR OF LEGAL, HR AUDIT AND INVESTIGATIONS**

**1. INTRODUCTION**

This appendix sets out in some detail Members' individual responsibilities to set a legal budget and how Members should approach the task. It also reminds Members about the rules concerning pecuniary and other interests.

**2. WHEN THE BUDGET MUST BE SET**

Under Section 31A of the Local Government Finance Act 1992, budget calculations have to be made before 11<sup>th</sup> March, but they are not invalid merely because they are made on or after 11<sup>th</sup> March. However, delay in setting the Council Tax will have very serious financial consequences. It will render the Council vulnerable to legal proceedings requiring it to set the tax. In any event, it is important that the tax is set well in advance of 1<sup>st</sup> April as no sum is payable for Council Tax until 14 days after the date of posting bills. Serious financial losses will accrue very soon from a late setting of Council Tax as income is delayed and interest is foregone.

An important feature of Council Tax is that the statutory budget calculation must be followed exactly. If not the Council Tax resolution will be invalid and void.

**3. SETTING OF THE COUNCIL TAX**

Section 30 of the Local Government Finance Act (the Act) provides that no amount of council tax may be set before the earlier of the following—

- (a) 1st March in the financial year preceding that for which the amount is set;
- (b) the date of the issue to the authority of the last precept capable of being issued to it (otherwise than by way of substitute) by a major precepting authority for the financial year for which the amount is set.

Although the council can calculate the Brent element of the council tax at its meeting on 19<sup>th</sup> February, it cannot set the council tax on that date as the GLA precept will not be issued until after the GLA meeting on 24<sup>th</sup> February 2020,

Section 67 of the Act permits the setting of the council to be delegated to a special council tax setting committee established under that section. It is therefore proposed that a committee under this section be established and appointed to at the council's meeting on 19<sup>th</sup> February 2020.

**4. NOTICE**

There is a requirement to publish notice of the amount set for Council Tax in at least one local paper within 21 days of the Council's decision under section 38(2) of the Local Government and Finance Act 1992. There is also a duty to

consult with representatives of Non-Domestic Ratepayers about the proposed revenue and capital expenditure before the budget requirement is calculated under section 65 of the Local Government and Finance Act 1992.

### **5. MEMBERS' FIDUCIARY DUTIES**

The obligation to make a lawful budget each year is shared equally by each individual Member. In discharging that obligation, Members owe a fiduciary duty to the Council Taxpayer.

The budget must not include expenditure on items which would fall outside the Council's powers. Expenditure on lawful items must be prudent, and any forecasts or assumptions such as rates of interest or inflation must themselves be rational. Power to spend money must be exercised bona fide for the purpose for which they were conferred and any ulterior motives risk a finding of illegality. In determining the Council's overall budget requirement, Members are bound to have regard to the level of Council Tax necessary to sustain it. Essentially the interests of the Council Taxpayer must be balanced against those of the various service recipients.

Within this overall framework, there is of course considerable scope for discretion within the 2018/19 financial year, especially on the part of the Cabinet. Setting a budget is not the same as deciding what expenditure will in fact be incurred. To budget for expenditure is to estimate likely expenditure and/or make financial provision for such expenditure. However, Members will bear in mind that in making the budget commitments are being entered which will have an impact on future years. Some such commitments are susceptible to change in future years, such as staff numbers which are capable of upward or downward adjustment at any time. Other commitments however impose upon the Council future obligations which are binding and cannot be adjusted, such as loan charges to pay for capital schemes. For some specific proposals within the overall Budgetary framework, Cabinet decisions have already been made. For some other proposals, subject to relevant consultation where necessary, decisions by the Cabinet will need to be made, especially where the making of such a decision would result or would be likely to result in the permanent closure of a facility used by the public or a permanent and significant reduction in the level of services or facilities provided to the public other than where such closure or reduction in service is considered necessary by the relevant strategic director for reasons of health and safety.

In making those subsequent decisions the Cabinet will be required to consider all relevant matters including the results of any consultation and the Council's equality duties. This will include that should the Cabinet (or other decision maker) consider it appropriate, for example when being asked to make service changes to achieve a budget reduction and having taken into account all relevant facts (including but not limited to the results of any consultation and after due consideration of the Council's equalities duties) they have the option of not making the budget reductions detailed within the overall budget. They will still be required to balance the budget overall using the appropriate

constitutional procedures, for example, finding the savings from elsewhere or using reserves and otherwise complying with the Council's rules on budget setting and management.

Only relevant and lawful factors may be taken into account and irrelevant factors must be ignored. A Member who votes in accordance with the decision of his or her political group but who does so after taking into account the relevant factors and professional advice will be acting within the law. Party loyalty and party policy are capable of being relevant considerations for the individual Member provided the member does not dogmatically toe the party line without considering the relevant factors and professional advice and without properly exercising any real discretion.

Under the Brent Member Code of Conduct members are required when reaching decisions to have regard to relevant advice from the Director of Finance and the Monitoring Officer (the Director of Legal, HR, Audit and Investigations). If the Council should fail to set a budget at all or fail to set a lawful budget, contrary to the advice of these two officers there may be a breach of the Code by individual members if it can be demonstrated that they have not had proper regard to the advice given.

### **6. ARREARS OF COUNCIL TAX AND VOTING**

In accordance with section 106 of the Local Government Finance Act 1992 ("the 1992 Act"), where a payment of Council Tax that a member is liable to make has been outstanding for two months or more at the time of a meeting, the Member must disclose the fact of their arrears (though they are not required to declare the amount) and cannot vote on any of the following matters if they are the subject of consideration at a meeting:

- (a) Any decision relating to the administration or enforcement of Council Tax.
- (b) Any budget calculation required by the Local Government Finance Act 1992 underlying the setting of the Council Tax.
- (c) Any recommendation, resolution or other decision which might affect the making of the Annual Budget calculation.

Members should note the following points:

- (i) These rules are extremely wide in scope. Virtually any Council decision which has financial implications is one which might affect the making of the budget underlying the Council Tax for next year and thus is caught. The former DoE (now MHCLG) shared this interpretation as it made clear in its letter to the AMA dated 28<sup>th</sup> May 1992.
- (ii) The rules do not apply just to full Council meetings but extend to committees and sub-committees of the Council and to the Cabinet and its Highways Committee.
- (iii) Members who make a declaration are not entitled to vote on the matter in question but are not prevented by the section from taking part in the discussion.

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- (iv) Members will have a defence under section 106 of the 1992 Act if they did not know that the section applied to them (i.e., that they were in arrears to the relevant extent) at the time of the meeting. Thus unwitting Members who for example can prove that they did not know and had no reason to suppose at the time of the meeting that their bank has failed to honour a standing order will be protected should any prosecution arise.
- (v) It is not enough to state that a benefit application has been submitted which has not yet been determined, as Members remain liable to pay pending determination.
- (vi) Breach of the rules is a criminal offence under section 106 of the 1992 Act which attracts a maximum fine of £1,000.

Members' attention is also be drawn to the effect of the Local Authorities (Standing Orders)(England)(Amendment) Regulations 2014 which came into effect on 25 February 2014 which is that where any vote is taken at a Council meeting on setting the budget for the authority, the Minutes of the meeting will record the names of all Councillors present at the vote and how each Councillor voted (for or against) or the fact that they abstained from voting.

### 7. DISCLOSABLE PECUNIARY INTERESTS

Members are reminded to consider whether they have a disclosable pecuniary interest or a personal interest in the setting of the council's budget. If a member has a relevant interest they must disclose the interest at the meeting, subject to the provisions in the Code in respect of sensitive interests. If the interest is:

- a disclosable pecuniary interest; or
- a personal interest which a member of the public knowing the facts would reasonably regard it as so significant that it is likely to prejudice their judgement of the public interest (and it affects their financial position or the financial position of a connected person (as defined in the Code) or relates to a regulatory matter affecting or likely to affect them or a connected person.

the member may not participate in the discussions or vote on the matter, although if the interest is prejudicial but not a disclosable pecuniary interest, the member may remain for the purposes of making representations or asking questions.

Members should seek early advice to avoid any confusion on the night of the meeting if they consider they have a relevant interest.

#### Dispensations

The Council's Monitoring Officer may, on written request from a Member, grant a dispensation to relieve the applicant from the restrictions on participation and voting. Dispensation may be granted if:-

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- Without the dispensation the number of persons prohibited from participating would be so great a proportion to impede the effectiveness of the meeting;
- The representation of different political groups would be affected and likely to alter the likely outcome of any voting at the meeting;
- Granting the dispensation is in the interests of persons living in the Borough;
- Every Member of the Council's Cabinet would be precluded from participating in the meeting;
- It is appropriate to grant a dispensation.

Dispensation may be granted for up to 4 years. A dispensation will mean that the Member to whom it is granted can speak and vote on a matter in which they have a relevant interest. Where the Monitoring Officer is undecided on the best response, and time is not of the essence, the decision could be passed to Standards Committee for decision and there is no Standards Committee meeting currently fixed before the budget setting meeting.

### **8. RESPONSIBILITIES OF THE DIRECTOR OF FINANCE AND AUDITORS' POWERS**

#### **Director of Finance and Monitoring Officer**

Section 114 of the Local Government Finance Act 1988 places the Director of Finance under an obligation to prepare a report (to full Council) if it appears to him that the expenditure the Authority proposes to incur in a financial year is likely to exceed its resources available to meet that expenditure. A failure to take note and act on such a report could lead to a complaint to the Standards Board. Similarly, the Council's Monitoring Officer is required to report to Full Council if it appears to her that a decision has been or is about to be taken which is or would be unlawful or would be likely to lead to maladministration.

Under section 25 of the Local Government Act 2003 the Director of Finance is required to report to the authority on the robustness of the estimates made for the purposes of the calculations required to be made by the Council and the adequacy of the proposed financial reserves. These are the estimates which the Cabinet is required to determine and submit to Full Council and are contained within this report. However, if the Council were minded to agree a budget based on different estimates e.g. if Council did not agree with the estimates provided by the Cabinet then those estimates which the Council would adopt would effectively become 'the estimates' for the purpose of Section 25 and as such should be subject to a report by the Director of Finance.

#### **External Auditors' Powers**

Section 91 of the Local Government Act 2000 and section 19A of the Audit Commission Act 1998 provide that an External Auditor may issue an "Advisory Notice" if he has reason to believe that an Authority is about to take a course of action which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency. This power is to be used where the matter is significant either in amount or in principle or both.

While the advisory notice has effect it is not lawful for the authority to implement or take the course of action in question unless it has considered the issues raised in the notice and given the auditor notice that it intends to proceed with that course of action in a specified period and that period has expired.

In addition, it is also open to the Auditor to apply for judicial review on any decision of an Authority or failure to act which it is reasonable to believe would have an effect on the accounts of an Authority.

### 9. SPECIFIC BUDGET ADVICE

#### Balances and Other Budget Calculations

A local authority must budget so as to give a reasonable degree of certainty as to the maintenance of its services. In particular, local authorities are required by section 31A(2)(b) and (c) of the Local Government Finance Act 1992 to calculate as part of their overall budget what amounts are appropriate for contingencies and reserves. The Council faces various contingent liabilities set out in the main budget report. Furthermore, the Council must ensure sufficient flexibility to avoid going into deficit at any point during the financial year. Members will need to pay careful attention to the advice of officers here. As set out previously, under section 25 of the Local Government Act 2003 the Director of Finance is required to report to the authority on the adequacy of the proposed financial reserves.

In addition to advising on the robustness of the estimates as set out above, the Director of Finance is also required to report on the robustness of the proposed financial reserves. The same advice applies to these as to the other calculations required to be made by the Council.

Having considered the officer's report the Council is then required to *"have regard to the report"* but it is not required to adopt the recommendations in it. However, Members must demonstrate they have acted reasonably if they do not adopt the recommendations.

#### Localism Act 2011

Sections 72 to 79 and Schedules 5 to 7 of the Localism Act 2011 amended the legislation regarding the calculation of council tax. Schedule 5 of the Localism Act provides for a council tax referendum to be held if an authority increases its relevant basic amount of council tax in excess of principles determined by the Secretary of State. Authorities will not be able to exceed the Secretary of State's principles without having held such a referendum. The principles applicable for 2020/21 are discussed at paragraphs 5.7 to 5.8 of the main report.

#### Alternative Proposals

If alternative proposals to those contained in this report are moved at the budget setting meeting, the Director of Finance will need to consider if the estimates or proposed financial reserves contained in this report are affected and whether a further report (which may be oral) is required under section 25 of the Local Government Act 2003. If the Director of Finance is unable to report on the estimates or the reserves because of the lateness of the alternative proposals then he will not be able to comply with this statutory requirement. The Act does not say what happens if this duty is not fulfilled and nor does it say whether the Council can set the budget without that advice. It follows from this then that there is no express statutory prohibition. However, the authority is at risk of a Judicial Review by an interested person, e.g. a resident, if the Council has failed to have regard to a report of the Director of Finance on the estimates and reserves used for its budget calculations.

### **Capital Programme**

The requirements of the “*Prudential Code*” established in the Local Government Act 2003 are set out in the report.

### **Expenditure Charged to the Housing Revenue Account**

Members will be aware that the Housing Revenue Account (HRA) is by law to be maintained separately from the General Fund and there are strict rules which determine to which account any expenditure must be charged. There are only very limited areas of discretion here. Members should bear in mind that if they wished to review any current determination which affects the apportionment of charges between the General Fund and HRA, they would need to do so on the basis of an officers' report and specific legal advice. The Housing Revenue Account must be maintained in balance throughout the year and the Council is under a duty to prevent a debit balance in the Housing Revenue Account pursuant to Section 76 Local Government and Housing Act 1989.

### **Equalities Legislation**

Section 149 of the Equality Act 2010 sets out the public sector equality duty which requires the Council, when exercising its functions to have ‘due regard’ to the need to eliminate discrimination (both direct and indirect discrimination), harassment and victimization and other conduct prohibited under the Equality Act, and to advance equality of opportunity and foster good relations between those who share a ‘protected characteristic’ and those who do not share that protected characteristic.

A ‘protected characteristic’ is defined in the Equality Act as:

- age;
- disability;
- gender reassignment;
- pregnancy and maternity;

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- race; (including ethnic or national origins, colour or nationality)
- religion or belief;
- sex;
- sexual orientation.

Marriage and civil partnership are also a protected characteristic for the purposes of the duty to eliminate discrimination.

Having due regard to the need to 'advance equality of opportunity' between those who share a protected characteristic and those who do not, includes having due regard to the need to remove or minimize disadvantages suffered by them. Due regard must also be had to the need to take steps to meet the needs of such persons where those needs are different from persons who do not have that characteristic, and encourage those who have a protected characteristic to participate in public life.

Complying with the duty may involve treating some people better than others, as far as that is allowed by the discrimination law.

Due regard to the need to eliminate discrimination, advance equality, and foster good relations must form an integral part of the decision making process. The Council must consider the effect that implementing a particular policy will have in relation to equality before making a decision.

There is no prescribed manner in which the equality duty must be exercised. However, the council must have an adequate evidence base for its decision making. This can be achieved by gathering details and statistics on who use the facilities. A careful consideration of this assessment is one of the key ways in which the Council can show "due regard" to the relevant matters. Where it is apparent from the analysis of the information that the proposals would have an adverse effect on equality then adjustments should be made to avoid that effect (mitigation).

The duty is not to achieve the objectives or take the steps set out in s.149. Rather, the duty on public authorities is to bring these important objectives relating to discrimination into consideration when carrying out its functions. "Due regard" means the regard that is appropriate in all the particular circumstances in which the authority is carrying out its functions.

There must be a proper regard for the goals set out in s.149. At the same time, the council must also pay regard to any countervailing factors, which it is proper and reasonable for them to consider. Budgetary pressures, economics and practical factors will often be important. The weight of these countervailing factors in the decision making process is a matter for the Council.

The equality and diversity implications of budget proposals are considered at all stages of the budget process, from the development of the initial budget strategy, through consideration of individual growth and savings proposals, to the production of service development plans. The processes in place are therefore aimed at ensuring that the budget proposals in this report do not

## **Appendix E**

discriminate against communities or individuals because of age, ethnicity, gender, disability, religion, or sexual orientation, and support the council in meeting its other duties to promote equal opportunities and good race relations.

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## **Appendix F (i) Fees and Charges Explanatory Note**

By using its powers to charge for goods and services, the Council is able to generate additional income to support investment in services and/or reduce the overall level of expenditure to be met by local tax payers.

In using these powers however, the Council will wish to take care to ensure that the consequences of charging on individuals, the wider aims of the Council itself and / or organisations do not adversely impact on those who are vulnerable or in difficulties.

The overriding aim of the charging policy (set out in Appendix F (iii)) is to maximise income generation and collection to enhance the social and economic well-being of the community the council serves, whilst ensuring a fair price for all services reflecting the ability of the community to pay and the relative demand for the service. Maximisation of income, following a decision to charge, is also dependent on a charge being raised and that amount being collected, both in a timely way.

In February 2017, Cabinet agreed an overall policy to amend fees and charges. This policy was produced so that managers, through delegated powers, had greater flexibility and control in optimising commercial returns.

The charges shown in Appendix F (ii) have been reviewed to either bring them to a cost recovery position, reflect the inflationary pressures particular services are subject to and / or bring them in line with the wider market for individual services where appropriate.

An independent review of fees and charges has also been commissioned to benchmark Brent's fees and charges against neighbouring local authorities. The main aims of this review are to

- (i) identify services that the Council currently doesn't charge for but other local authorities do and
- (ii) understand how Brent's charges compare to other local authorities.

Decisions on whether to make changes to Brent's fees and charges as a result of the review will be made on a case by case basis in consultation with the relevant Lead Member.

The full schedule of proposed fees and charges for 2020/21 is set out in Appendix F (ii)

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DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	19/20 CHARGE £ (Excl. VAT)	20/21 PROPOSED CHARGES £ (Excl. VAT)
COMMUNITY & WELLBEING	Private Housing Services			
COMMUNITY & WELLBEING	Private Housing Services	Houses in Multiple Occupation Mandatory licences	840.00	840.00
COMMUNITY & WELLBEING	Private Housing Services	Houses in Multiple Occupation Additional licences	840.00	840.00
COMMUNITY & WELLBEING	Private Housing Services	Other Houses Selective licences	540.00	540.00
COMMUNITY & WELLBEING	Private Housing Services	Admin charge for Work in Default	100.00	100.00
COMMUNITY & WELLBEING	Private Housing Services	Notices	330.00	330.00
COMMUNITY & WELLBEING	Private Housing Services	Specifications for Empty Property Grant	550.00	550.00
COMMUNITY & WELLBEING	Private Housing Services	DFG and SWG Agency Service	16.5% of cost of works or minimum of £66	16.5% of cost of works or minimum of £66
COMMUNITY & WELLBEING	Libraries			
COMMUNITY & WELLBEING	Libraries	Reservations - If an item is not on the catalogue and has to be ordered	3.00	3.00
COMMUNITY & WELLBEING	Libraries	Audio Visual loans	2.00	2.00
COMMUNITY & WELLBEING	Libraries	Overdue charges on items returned late	0.30	0.30
COMMUNITY & WELLBEING	Libraries	Printing and photocopying charges	0.30	0.30
COMMUNITY & WELLBEING	Libraries	Reserved book from the British Library	10.00	17.20
COMMUNITY & WELLBEING	The Library at Willesden Green	Education Room - per hour commercial hire charges	30.00	30.00
COMMUNITY & WELLBEING	The Library at Willesden Green	Performance Space- per hour commercial hire charges	50.00	50.00
COMMUNITY & WELLBEING	The Library at Willesden Green	Reading Room- per hour commercial hire charges	30.00	30.00
COMMUNITY & WELLBEING	The Library at Willesden Green	Education Room - per hour concessionary hire charges	18.00	18.00
COMMUNITY & WELLBEING	The Library at Willesden Green	Performance Space- per hour concessionary hire charges	25.00	25.00
COMMUNITY & WELLBEING	The Library at Willesden Green	Reading Room- per hour concessionary hire charges	18.00	18.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation			
COMMUNITY & WELLBEING	Sports	B.Active card (Resident standard card)	41.00	41.00
COMMUNITY & WELLBEING	Sports	B.Active card (Non resident standard card)	72.00	72.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	19/20 CHARGE £ (Excl. VAT)	20/21 PROPOSED CHARGES £ (Excl. VAT)
COMMUNITY & WELLBEING	Sports	B.Active card (60+ or disabled resident Concession)	6.75	6.75
COMMUNITY & WELLBEING	Sports	B.Active card (Resident Concession - 6 months)	3.50	3.50
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Sports Hall Hire - Peak	60.00	60.00
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Sports Hall Hire - Juniors Peak	45.00	45.00
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Sports Hall Hire - Off Peak	36.00	36.00
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Sports Hall Hire - Juniors Off Peak	27.00	27.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Dance Studio Peak	40.00	40.00
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Dance Studio - Off Peak	24.00	24.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Badminton Court Peak	11.00	11.00
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Badminton Court - Off Peak	7.00	7.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Table Tennis Peak	6.30	6.30
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Table Tennis - Off Peak	4.00	4.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Gym Membership	26.00	26.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Gym Membership - Joint	43.00	43.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Gym Membership - Annual	256.00	256.00
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Gym Membership - concessions	21.00	21.00
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Gym Membership - off peak use	19.00	19.00
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Gym Membership - corporate	24.00	24.00
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Gym Membership - Junior	16.00	16.00
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Gym Induction - Adults	19.50	19.50
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Gym Induction - Youth 14-16	6.00	6.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Gym casual use - Adults Peak	6.70	6.70
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Gym casual use - Adults Off Peak	4.00	4.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	19/20 CHARGE £ (Excl. VAT)	20/21 PROPOSED CHARGES £ (Excl. VAT)
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Gym casual use - Youth 14-16	3.10	3.10
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Sauna and Steam - Peak	7.00	7.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Sauna and Steam - Off Peak	5.30	5.30
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Parties	110.00	110.00
COMMUNITY & WELLBEING	Bridge Park Sports Centre	Junior Crs/session	3.80	3.80
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Boardroom - Full Day	69.00	69.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Community Suite - Full Day	139.90	139.90
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Tropics Suite - Full Day	209.00	209.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Syndicate Room - Full Day	258.00	258.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Conference Room - Full Day	404.00	250.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Function Hall - Full Day	800.00	300.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Sports hall - Full Day	1,900.00	1,900.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Boardroom - Per Hour	12.00	From 12.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Community Suite - Per Hour	24.00	From 24.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Tropics Suite - Per Hour	35.00	From 35.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Syndicate Room - Per Hour	43.00	43.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Conference Room - Per Hour	68.00	65.00
COMMUNITY & WELLBEING	Culture, Sports and Recreation	Function Hall - Per Hour	90.00	From 45.00
COMMUNITY & WELLBEING	Bridge Park Room Hire	Kitchen	420.00	420.00
COMMUNITY & WELLBEING	Bridge Park Room Hire	Servery	265.00	265.00
CHILDREN & YOUNG PEOPLE	Early Help			
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery)	220.00	220.00
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery)	165.00	165.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	19/20 CHARGE £ (Excl. VAT)	20/21 PROPOSED CHARGES £ (Excl. VAT)
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery)	275.00	275.00
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery)	192.50	192.50
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery)	165.00	165.00
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery)	247.50	247.50
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery)	192.50	192.50
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery)	148.50	148.50
CHILDREN & YOUNG PEOPLE	Early Help	Childcare Nursery places (Willows Nursery)	220.00	220.00
CHILDREN & YOUNG PEOPLE	Gordon Brown OEC			
CHILDREN & YOUNG PEOPLE	Gordon Brown OEC	Residential stays for Brent Schools	156.00	159.00
CHILDREN & YOUNG PEOPLE	Gordon Brown OEC	Residential stays for non Brent Schools	172.50	176.00
CHILDREN & YOUNG PEOPLE	Gordon Brown OEC	Non-residential day visit for non Brent Schools	6.05	6.20
CHILDREN & YOUNG PEOPLE	Gordon Brown OEC	Non-residential day visit for Brent Schools	8.25	8.40
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service			
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Compliance and Governor Training Annual package	1,906.30	1,948.00
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Compliance and Governor Training Pay as you go rate (blended course rate)	121.00	123.70
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	FFT annual subscription (Primary)	181.50	181.50
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	FFT annual subscription (Secondary)	907.50	907.50
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Moderation of Teacher Assessment	567.60	580.00
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Newly Qualified Teachers - Acting as Appropriate Body for NQT Induction Standard (3 term) rate	330.00	340.00
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Brent Music Service Instrumental/vocal tuition	660.00	675.00
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Brent Music Service Large group tuition	743.00	750.00
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Brent Music Service Music'sCool' where class teacher remains with BMS teacher	1,584.00	1,617.00
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Brent Music Service Music'sCool' where BMS teacher provides PPA cover	2,013.00	2,013.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	19/20 CHARGE £ (Excl. VAT)	20/21 PROPOSED CHARGES £ (Excl. VAT)
CHILDREN & YOUNG PEOPLE	Setting and School Effectiveness Service	Brent Music Service Wider Opportunities	1,089.00	1,089.00
CHILDREN & YOUNG PEOPLE	Short Break Centre	Respite Care - Brent Children	550.00	550.00
CHILDREN & YOUNG PEOPLE	Short Break Centre	Respite Care - Other LA (Weekday)	722.00	722.00
CHILDREN & YOUNG PEOPLE	Short Break Centre	Respite Care - Other LA (Weekend)	956.00	956.00
CHILDREN & YOUNG PEOPLE	Short Break Centre	Respite Care - Other LA (Weekday, 2:1 Care)	956.00	956.00
REGENERATION & ENVIRONMENT	Environmental Services - Commercial team			
REGENERATION & ENVIRONMENT	Environmental Services - Commercial team	Return of stray dog (maximum)	30.00	35.00
REGENERATION & ENVIRONMENT	Environmental Services - Commercial team	Dog Fouling Fixed Penalty	100.00	100.00
REGENERATION & ENVIRONMENT	Environmental Services - Commercial team	Works in default - Single property or shared dwellings	150.00	150.00
REGENERATION & ENVIRONMENT	Environmental Services - Commercial team	2nd Post Mortems - Defence cases	830.00	850.00
REGENERATION & ENVIRONMENT	Environmental Health			
REGENERATION & ENVIRONMENT	Environmental Health	Contaminated Land Basic Enquiry	61.00	62.00
REGENERATION & ENVIRONMENT	Environmental Health	Contaminated Land Residential Property Search	121.00	124.00
REGENERATION & ENVIRONMENT	Environmental Health	Contaminated Land Commercial Property Search	242.00	247.00
REGENERATION & ENVIRONMENT	Environmental Health	Works in Default Interest Rate Bank of England Base Rate plus 8%	Bank of England rate plus 8%	Bank of England rate plus 8%
REGENERATION & ENVIRONMENT	Environmental Health	Works in Default Officer Rate (per hour subject to grade)	£22 - £30 p/h	£30 - £40 p/h
REGENERATION & ENVIRONMENT	Environmental Health	Part B Permits for Mobile Plant and Solvent Emission Activities. Various fees as per DEFRA's charging Scheme	Various fees as per DEFRA's charging Scheme	Various fees as per DEFRA's charging Scheme
REGENERATION & ENVIRONMENT	Pest Control			
REGENERATION & ENVIRONMENT	Pest Control	Pest - Bedbugs (2 visits)	220.00	250.00
REGENERATION & ENVIRONMENT	Pest Control	Pest - Bedbugs 5-8 bedrooms (2 visits)	250.00	280.00
REGENERATION & ENVIRONMENT	Pest Control	Combined Rats and cockroaches	227.00	257.00
REGENERATION & ENVIRONMENT	Pest Control	Pest - Beetles, garden ants (1 visit)	99.00	99.00
REGENERATION & ENVIRONMENT	Pest Control	Pest - Cockroaches (1 visit)	139.00	150.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	19/20 CHARGE £ (Excl. VAT)	20/21 PROPOSED CHARGES £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Pest Control	Pest - Fleas (2 visits)	144.00	150.00
REGENERATION & ENVIRONMENT	Pest Control	Pest - Mice (3 visits)	110.00	140.00
REGENERATION & ENVIRONMENT	Pest Control	Combined mice and cockroaches	227.00	257.00
REGENERATION & ENVIRONMENT	Pest Control	Pest - Rats (3 visits)	110.00	140.00
REGENERATION & ENVIRONMENT	Pest Control	Pest - Wasps (1 visit)	60.00	60.00
REGENERATION & ENVIRONMENT	Pest Control	Pest treatment, Pharaoh Ants	220.00	220.00
REGENERATION & ENVIRONMENT	Pest Control	Pest treatment, Clothes Moths	199.00	220.00
REGENERATION & ENVIRONMENT	Pest Control	Pest treatment, Squirrels	110.00	140.00
REGENERATION & ENVIRONMENT	Pest Control	Pest treatment - appointment missed/treatment not carried out	35.00	35.00
REGENERATION & ENVIRONMENT	Building Control			
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table A - Charges for the erection of one or more new dwelling units (<250m2) Full Plan charge ranging from 1 - 15 units	£400 - £1,460	£400 - £1,460
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table A - Charges for the erection of one or more new dwelling units (<250m2) Full Inspection charge ranging from 1 - 15 units	£600 - £2,190	£600 - £2,190
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table A - Charges for the erection of one or more new dwelling units (<250m2) Regularisation/ reversion charge ranging from 1 - 15 units	£1,300 - £4,745	£1,300 - £4,745
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table A - Charges for the erection of one or more new dwelling units (<250m2) Additional charge for basements	£250.00	£250.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table A - Charges for the erection of > 15 units or units > 250m2) Full Plan & Inspection charge	Individually assessed	Individually assessed
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Charges for plan, inspection, & combined charge Garage/Carport/store < 40m2	£325.00	£325.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Charges for regularisation/reversion - Garage/Carport/store < 40m2	£422.50	£422.50
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Charges for plan, inspection, & combined charge Garage/Carport/store < 60m2	£425.00	£425.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Charges for regularisation/reversion - Garage/Carport/store < 60m2	£552.50	£552.50
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Charges for plan, inspection, & combined charge Domestic/Residential extensions <10m2	£430.00	£430.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Charges for regularisation/reversion Domestic/Residential extensions <10m2	£559.00	£559.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Charges for plan, inspection & combined charge Domestic/Residential extensions <40m2	£560.00	£560.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	19/20 CHARGE £ (Excl. VAT)	20/21 PROPOSED CHARGES £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Charges for regularisation/reversion Domestic/Residential extensions <40m2	£728.00	£728.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Full plan charge Domestic/Residential extensions <60m2	£290.00	£290.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Full inspection charge Domestic/Residential extensions <60m2	£435.00	£435.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Combined charge Domestic/Residential extensions <60m2	£725.00	£725.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Charges for regularisation/reversion Domestic/Residential extensions <60m2	£942.50	£942.50
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Full plan charge Domestic/Residential extensions <100m2	£328.00	£328.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Full inspection charge Domestic/Residential extensions <100m2	£492.00	£492.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Combined charge Domestic/Residential extensions <100m2	£820.00	£820.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Charges for regularisation/reversion Domestic/Residential extensions <100m2	£1,066.00	£1,066.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Full plan charge Domestic/Residential loft conversion <60m2	£560.00	£560.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Charges for regularisation/reversion Domestic/Residential loft conversions <60m2	£728.00	£728.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Full plan charge Domestic/Residential loft conversion <100m2	£325.00	£325.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Charges for regularisation/reversion Domestic/Residential loft conversions <100m2	£422.50	£422.50
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - Full Plan charge, Combined Charge Domestic alterations undertaken at same time as extensions, etc where estimated cost < £10k	£210.00	£210.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - Charges for regularisation/reversion Domestic alterations undertaken at same time as extensions, etc where estimated cost < £10k	£273.00	£273.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - Full Plan charge, Combined Charge Domestic alterations undertaken at same time as extensions, etc where estimated cost £10k - £20k	£280.00	£280.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - Charges for regularisation/reversion Domestic alterations undertaken at same time as extensions, etc where estimated cost £10k - £20k	£364.00	£364.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - Full Plan charge, Combined Charge Conversion of garage to habitable room at the same time as extensions,etc.	£280.00	£280.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - Charges for regularisation/reversion Conversion of garage to habitable room at the same time as extensions,etc.	£364.00	£364.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - Full Plan charge CAPPED for MULTIPLE WORKS TO SINGLE DWELLING <300m2) - Same application and undertaken at same time (excl. Electrical or gas installation works - refer Table C)	£680.00	£680.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - Inspection charge CAPPED for MULTIPLE WORKS TO SINGLE DWELLING <300m2) - Same application and undertaken at same time (excl. Electrical or gas installation works - refer Table C)	£1,020.00	£1,020.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	19/20 CHARGE £ (Excl. VAT)	20/21 PROPOSED CHARGES £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - Combined charge CAPPED for MULTIPLE WORKS TO SINGLE DWELLING <300m2) - Same application and undertaken at same time (excl. Electrical or gas installation works - refer Table C)	£1,700.00	£1,700.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - Charges for regularisation/reversion CAPPED for MULTIPLE WORKS TO SINGLE DWELLING <300m2) - Same application and undertaken at same time (excl. Electrical or gas installation works - refer Table C)	£2,210.00	£2,210.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Charges for full plan, inspection, & combined charge Commercial extensions <10m2	£480.00	£480.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Charges for regularisation/reversion Commercial extensions <10m2	£624.00	£624.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Charges for full plan, inspection, & combined charge Commercial extensions <40m2	£640.00	£640.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Charges for regularisation/reversion Domestic/Residential extensions <40m2	£832.00	£832.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Full plan charge Commercial extensions <60m2	£320.00	£320.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Full inspection charge Commercial extensions <60m2	£480.00	£480.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Combined charge Commercial extensions <60m2	£800.00	£800.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Charges for regularisation/reversion Commercial extensions <60m2	£1,040.00	£1,040.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Full plan charge Commercial extensions <100m2	£384.00	£384.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Full inspection charge Commercial extensions <100m2	£576.00	£576.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Combined charge Commercial extensions <100m2	£960.00	£960.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Charges for regularisation/reversion Commercial extensions <100m2	£1,248.00	£1,248.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Additional charge for Basements in Commercial extensions Full plan charge	£100.00	£100.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Additional charge for Basements in Commercial extensions Full inspection charge	£150.00	£150.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Additional charge for Basements in Commercial extensions Combined charge	£250.00	£250.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Additional charge for Basements in Commercial extensions regularisation /reversion	£325.00	£325.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Full plan charge Conversion to form 1 or 2 flats	£228.00	£228.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Full inspection charge Conversion to form 1 or 2 flats	£342.00	£342.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	19/20 CHARGE £ (Excl. VAT)	20/21 PROPOSED CHARGES £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Combined charge Conversion to form 1 or 2 flats	£570.00	£570.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Charges for regularisation/reversion Conversion to form 1 or 2 flats	£741.00	£741.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Full plan additional charges for Conversions above 2 flats	£80.00	£80.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Full inspection additional charges for Conversions above 2 flats	£120.00	£120.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Combined additional charges for Conversions above 2 flats	£200.00	£200.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table B - (Standard Charges for extensions, loft conversions etc.) Regularisation / reversion additional charges for Conversions above 2 flats	£260.00	£260.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table C (Standard Charges for Domestic Alteration work) Combined Charge Underpinning < 10m length	£330.00	£330.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table C (Standard Charges for Domestic Alteration work) Regularisation Charge Underpinning < 10m length	£429.00	£429.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table C (Standard Charges for Domestic Alteration work) Combined Charge Underpinning (each additional 10m)	£185.00	£185.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table C (Standard Charges for Domestic Alteration work) Regularisation Charge Underpinning (each additional 10m)	£240.50	£240.50
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table C (Standard Charges for Domestic Alteration work) Combined Charge Recovering existing roof (terraced / semi)	£265.00	£265.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table C (Standard Charges for Domestic Alteration work) Regularisation Charge Recovering existing roof (terraced / semi)	£344.50	£344.50
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table C (Standard Charges for Domestic Alteration work) Combined Charge Recovering existing roof (detached)	£345.00	£345.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table C (Standard Charges for Domestic Alteration work) Regularisation Charge Recovering existing roof (detached)	£448.50	£448.50
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table C (Standard Charges for Domestic Alteration work) Combined Charge Replacement Windows/Doors Up to 5 windows / doors (Not CPS)	£130.00	£130.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table C (Standard Charges for Domestic Alteration work) Regularisation Charge Replacement Windows/Doors Up to 5 windows / doors (Not CPS)	£169.00	£169.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table C (Standard Charges for Domestic Alteration work) Combined Charge Replacement Windows/Doors Up to 20 windows / doors (Not CPS)	£225.00	£225.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table C (Standard Charges for Domestic Alteration work) Regularisation Charge Replacement Windows/Doors Up to 20 windows / doors (Not CPS)	£292.50	£292.50
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table C (Standard Charges for Domestic Alteration work) Combined Charge Domestic Electrical w orks (<10 circuits) - Not carried out under Competent Person Scheme.	£265.00	£265.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table C (Standard Charges for Domestic Alteration work) Regularisation Charge Domestic Electrical w orks (<10 circuits) - Not carried out under Competent Person Scheme.	£344.50	£344.50
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table C (Standard Charges for Domestic Alteration work) Combined Charge Domestic Electrical w orks (10+ circuits) - Not carried out under Competent Person Scheme.	£330.00	£330.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	19/20 CHARGE £ (Excl. VAT)	20/21 PROPOSED CHARGES £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table C (Standard Charges for Domestic Alteration work) Regularisation Charge Domestic Electrical w orks (10+ circuits) - Not carried out under Competent Person Scheme.	£429.00	£429.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table C (Standard Charges for Domestic Alteration work) Combined Charge Gas Boiler Installation, UVHW systems or similar NOT under CPS.	£165.00	£165.00
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table C (Standard Charges for Domestic Alteration work) Regularisation Charge Gas Boiler Installation, UVHW systems or similar NOT under CPS.	£214.50	£214.50
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table D (Charges for Other Works) Estimated costs of Works < £200k Full Plan Charge	£245 - £662	£245 - £662
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table D (Charges for Other Works) Estimated costs of Works £30k - £200k Full Inspection Charge	£336 - £993	£336 - £993
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table D (Charges for Other Works) Estimated costs of Works < £200k Combined Charge	£245 - £1,655	£245 - £1,655
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table D (Charges for Other Works) Estimated costs of Works < £200k Regularisation/ reversion charge	£318.50 - £2,151.50	£318.50 - £2,151.50
REGENERATION & ENVIRONMENT	Building Control	Building Regulations Table D (Charges for Other Works) Estimated costs of Works > £200k Combined Charge & Regularisation/ reversion charge	£250.00	£250.00
REGENERATION & ENVIRONMENT	Building Control	Demolition Notices	£300.00	£300.00
REGENERATION & ENVIRONMENT	Building Control	Dangerous Structures	22.03	£22.03
REGENERATION & ENVIRONMENT	Building Control	Copy of Decision Notice	40.00	£40.00
REGENERATION & ENVIRONMENT	Building Control	Copy of Section 25 PHA certificate/notice	25.00	£25.00
REGENERATION & ENVIRONMENT	Building Control	Existing Premises Name Change -Single house or premises per property	80.00	£80.00
REGENERATION & ENVIRONMENT	Building Control	Existing Premises Name Change –Multiple property involving more than one premises / address.	£80.00 PLUS £15.00 for each additional unit within premises (e.g. flat or commercial unit)	£80.00 PLUS £15.00 for each additional unit within premises (e.g. flat or commercial unit)
REGENERATION & ENVIRONMENT	Building Control	Existing Premises - Street Name Change	£400 + £80 per property	£400 + £80 per property
REGENERATION & ENVIRONMENT	Building Control	Existing Premises - Regularisation of previously unauthorised use of address / Retrospective application.	As per schedule PLUS 30%	As per schedule PLUS 30%
REGENERATION & ENVIRONMENT	Building Control	Existing Premises - Providing Copy of SNN Decision Notice + Agreed Plans (where available) charge per application.	£40.00	£40.00
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (house/property name change)	£100.00	£100.00
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (Rename of street)	£500.00	£500.00
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (New property 1-2 plots)	£135.00	£135.00
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (New property 3-5 plots)	£145.00	£145.00
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (New property 6-10 plots)	£220.00	£220.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	19/20 CHARGE £ (Excl. VAT)	20/21 PROPOSED CHARGES £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (New property 11-20 plots)	£310.00	£310.00
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (New property 21-50 plots)	£590.00	£590.00
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (New property 51-100 plots)	£860.00	£860.00
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (New property 100+ plots plots)	£860.00 + £5.25 per plot for example, 120 units = £860.00 + (20 x £5.25) = £965.00	£860.00 + £5.25 per plot for example, 120 units = £860.00 + (20 x £5.25) = £965.00
REGENERATION & ENVIRONMENT	Building Control	Street Naming & Numbering (New property additional charge where this includes naming a street)	150.00	£150.00
REGENERATION & ENVIRONMENT	Public Safety			
REGENERATION & ENVIRONMENT	Public Safety	Stadium Safety Certification (General/New Style)	104.00	104.00
REGENERATION & ENVIRONMENT	Public Safety	Stadium Safety Certification (Special)	104.00	104.00
REGENERATION & ENVIRONMENT	Public Safety	Revision of Safety Certificate	104.00	104.00
REGENERATION & ENVIRONMENT	Highways and Transportation			
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Failed Core Samples, Cost Neutral sample inspection	150.00	150.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Section 50 Licence Application, varies on depth	Variable	Variable
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 1+2 Roads - DfT Maximum £105	105.00	105.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 1+2 Roads - DfT Maximum £240	223.00	223.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 1+2 Roads - DfT Maximum £130	130.00	130.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 1+2 Roads - DfT Maximum £65	65.00	65.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 1+2 Roads - DfT Maximum £60	60.00	60.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 3+4 Roads - DfT Maximum £75	75.00	75.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 3+4 Roads - DfT Maximum £150	150.00	150.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 3+4 Roads - DfT Maximum £75	75.00	75.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 3+4 Roads - DfT Maximum £45	45.00	45.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA CAT 3+4 Roads - DfT Maximum £40	40.00	40.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA Section 72 Inspection of defective reinstatement	47.50	47.50

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	19/20 CHARGE £ (Excl. VAT)	20/21 PROPOSED CHARGES £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA Section 72 Defective reinstatement reported	68.00	68.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA Section 74 charges	varies £100 - £2500 per day	varies £100 - £2500 per day
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA Major offence (discount for early pay)	500.00	500.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	NRSWA Minor offence (discounted for early pay)	120.00	120.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Nonrefundable admin charge Domestic Vehicle Crossing	70.00	100.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Nonrefundable admin charge Industrial Vehicle Crossover	70.00	100.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Crossings - White Line Access Bar <6m fixed £	50.00	50.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Crossings -White Line Access Bar 6-10m	60.00	100.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Crossings - White Line Access Bar >10m	POA	POA
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Crossings - White Line Access Bar application	N/A	25.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Crossings - Mark Up on Constructing a crossing	40% Mark up	40% Mark up
REGENERATION & ENVIRONMENT	Highways and Infrastructure	TM, cost of officer resource at events	4037.33 (per event)	4037.33 (per event)
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Temporary Traffic Management Order	2,250.00	2,304.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Emergency Traffic Manag. Order s14(2)	1,150.00	1,177.60
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Traffic Road Order	4,500.00	4,608.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Permanent Orders	3,500.00	3,584.00
REGENERATION & ENVIRONMENT	Highways and Infrastructure	Stopping Up Orders	4,000.00	4,096.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)			
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Hire of pavilion per hour	52.50	54.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Hire of pavilion per hour after 8pm in Winter, after 10pm in summer per hour	67.00	70.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Partial cost recovery of events in parks - Category 2	1,027.00	1,050.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Partial cost recovery of events in parks - Category 3	2,054.00	2,100.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Reinstatement (Refundable deposit)- category 3	2,700.00	2,800.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	19/20 CHARGE £ (Excl. VAT)	20/21 PROPOSED CHARGES £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Partial cost recovery of events in parks (ticketed events) up to 300 hundred attendees	205.40	220.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Partial cost recovery of events in parks (ticketed events) up to 600 hundred attendees	410.80	420.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Reinstatement (Refundable deposit)- category 1 (+£200)	200.00	220.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Ad-hoc street parties and special events on non-traffic sensitive streets	200.00	200.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Regular special events	1,125.00	1,150.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Special events hosted by commercial groups	1,325.00	1,325.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Circus or funfair similar in size or scope to a BSAG Category 2 event (daily fee)	1,000.00	1,000.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Refundable damage deposit for a circus or funfair event similar in size or scope to a BSAG Category 2 event (whole event)	1,000.00	1,000.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Circus or funfair similar in size or scope to a BSAG Category 3 event or a circus and funfair combined (daily fee)	2,000.00	2,000.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Refundable damage deposit for a circus or funfair similar in size or scope to a BSAG Category 3 event or a circus and funfair combined (whole event)	2,000.00	2,000.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	£500 -Reinstatement (Refundable deposit)- category 2 (+500)	500.00	500.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Small Events	65.00	68.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Partial cost recovery of events in parks (ticketed events) up to 1000 hundred attendees	924.00	950.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Adult Single	81.00	83.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Adult Short Season [13 week pre booked]	945.00	970.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Adult Long Season [17 weeks pre-booked]	1,240.00	1,270.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 11-a-side Single	48.00	50.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 9-a-side Single	42.00	44.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 7-a-side Single	28.50	30.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 5-a-side Single	19.50	21.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 11-a-side Short Season [13 week pre booked]	565.00	585.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 11-a-side Long Season [17 weeks pre-booked]	740.00	765.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 9-a-side Short Season [13 week pre booked]	495.00	514.80

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	19/20 CHARGE £ (Excl. VAT)	20/21 PROPOSED CHARGES £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 9-a-side Long Season [17 weeks pre-booked]	640.00	673.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 7-a-side Short Season [13 week pre booked]	335.00	351.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 7-a-side Long Season [17 weeks pre-booked]	435.00	459.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 5-a-side Short Season [13 week pre booked]	230.00	246.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Soccer Junior 5-a-side Long Season [17 weeks pre-booked]	295.00	322.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Rugby Adult Single	88.00	90.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Rugby junior Single	51.50	53.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Gaelic Adult single (with changing)	107.00	109.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Gaelic Adult single (without changing)	75.00	78.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Gaelic junior single (with changing)	63.50	65.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Gaelic junior single (without changing)	45.00	47.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Hurling Adult single	107.00	109.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Hurling Junior single	56.00	65.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Cricket single	115.00	120.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Cricket Adult [11 week season]	1,170.00	1,188.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Cricket Junior (11 week season)	580.00	585.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Cricket junior single	68.00	70.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Artificial cricket wicket (Adults) per match	79.00	82.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Artificial cricket wicket (juniors) per match	48.00	50.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Bowls - per green	2,345.00	2,345.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Bowls - per rink per season	474.00	474.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Tennis Court - adult, per hour	7.00	8.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Tennis Court - junior, per hour	2.20	2.50

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	19/20 CHARGE £ (Excl. VAT)	20/21 PROPOSED CHARGES £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Tennis Court - where no more than 50% of players are Adults	3.50	4.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Multi Use Games Areas (not including changing rooms)	18.00	N/A
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Netball Court - adult per hour (not including changing rooms)	32.00	N/A
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Netball Court - junior per hour (not including changing rooms)	22.00	N/A
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Adult training soccer/rugby/Gaelic/Hurling not on a pitch (per 2 hours including changing rooms, excluding floodlights)	63.00	65.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Junior training soccer/rugby/Gaelic/hurling not on a pitch (per 2 hours including changing rooms, excluding floodlights)	37.00	39.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Floodlights per hour	22.00	25.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Unmarked ground school/sports use (Morning or afternoon - 3 hours including changing rooms)	53.00	65.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Hire of changing rooms only (during normal staffing hours)	50.00	55.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Late cancellation fees	26.00	28.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Boot camp/ personal fitness sessions (per hour)	52.00	55.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Model Aircraft Licence Fee	42.00	42.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Volleyball	N/A	30.00
REGENERATION & ENVIRONMENT	Public Realm (Recreation)	Memorial bench in a park	N/A	1,000.00
REGENERATION & ENVIRONMENT	Public Realm (Waste)			
REGENERATION & ENVIRONMENT	Public Realm (Waste)	Garden Waste Collection	60.00	60.00
REGENERATION & ENVIRONMENT	Public Realm (Waste)	Bulky Waste Collection	35.00	35.00
REGENERATION & ENVIRONMENT	Cemeteries (NB that fees relating to burial rights, internment and grave spaces for persons under 18 years are paid through the government ‘Children’s Funeral Fund’ grant and not by families.)			
REGENERATION & ENVIRONMENT	Applicable to only Brent residents			
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Burial rights Carpenders Park Lawn Cemetery	2,662.00	2,662.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Burial rights Willesden New, Alperton, Paddington Old Cemetery - Reclaim	2,662.00	3,500.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Burial rights Willesden New, Alperton, Paddington Old Cemetery - New Plot	N/A	4,500.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Interment	847.00	864.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	19/20 CHARGE £ (Excl. VAT)	20/21 PROPOSED CHARGES £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Burial rights - Path side graves Carpenders Park Lawn Cemetery	3,932.50	3,932.50
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Burial rights - Path side graves Willesden New, Alperton, Paddington Old Cemetery	N/A	4,800.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Interment - Path side graves	847.00	864.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Burial rights - Woodland grave for 1 interment (includes 1 tree)	2,964.50	3,800.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Woodland grave for (1 interment) Interment	847.00	864.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Burial rights - Woodland grave for ashes	2,964.50	2,964.50
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Woodland grave for ashes Interment	266.00	266.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Grave Reopen	1,161.50	1,161.50
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Vault (reopen)	423.50	864.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Common Grave	1,210.00	1,210.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Cremated Remains In New Half Grave Space Burial Rights & Internment	1,282.50	1,682.50
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Cremated Remains In existing Grave Space Interment	266.00	266.00
REGENERATION & ENVIRONMENT	Cemeteries - Brent Residents	Cremated remains in existing vault	157.00	385.00
REGENERATION & ENVIRONMENT	Applicable to Non Brent residents			
REGENERATION & ENVIRONMENT	Cemeteries - Non-Residents	Burial rights Carpenders Park Lawn Cemetery	4,065.50	5,400.00
REGENERATION & ENVIRONMENT	Cemeteries - Non-Residents	Burial rights Willesden New, Alperton, Paddington Old Cemetery - Reclaim	4,065.50	5,800.00
REGENERATION & ENVIRONMENT	Cemeteries - Non-Residents	Burial rights Willesden New, Alperton, Paddington Old Cemetery - - New Plot	N/A	6,385.00
REGENERATION & ENVIRONMENT	Cemeteries - Non-Residents	Interment	1,239.50	1,239.50
REGENERATION & ENVIRONMENT	Cemeteries - Non-Residents	Burial rights - Path side graves Path side graves Carpenders Park Lawn Cemetery	5,929.00	5,929.00
REGENERATION & ENVIRONMENT	Cemeteries - Non-Residents	Burial rights - Path side graves Path side graves Willesden New, Alperton, Paddington Old Cemetery	N/A	6,480.00
REGENERATION & ENVIRONMENT	Cemeteries - Non-Residents	Interment - Path side graves (earth)	1,240.00	1,240.00
REGENERATION & ENVIRONMENT	Cemeteries - Non-Residents	Burial rights - Woodland grave for 1 interment (includes 1 tree)	4,295.50	4,890.00
REGENERATION & ENVIRONMENT	Cemeteries - Non-Residents	Burial rights - Woodland grave for ashes	4,295.50	4,890.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	19/20 CHARGE £ (Excl. VAT)	20/21 PROPOSED CHARGES £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Cemeteries - Non-Residents	Interment - Woodland grave for ashes	399.00	399.00
REGENERATION & ENVIRONMENT	Cemeteries - Non-Residents	Grave Reopen	1,240.00	1,840.00
REGENERATION & ENVIRONMENT	Cemeteries - Non Residents	Interment	1,766.50	1,800.00
REGENERATION & ENVIRONMENT	Cemeteries - Non Residents	Burial rights - Cremated Remains In new half grave space	1,978.00	2,400.00
REGENERATION & ENVIRONMENT	Cemeteries - Non Residents	Interment - Cremated Remains In new half & existing grave space	472.00	515.00
REGENERATION & ENVIRONMENT	Cemeteries - Non Residents	Cremated remains in existing vault	157.00	157.00
REGENERATION & ENVIRONMENT	Applicable for both Brent residents & non residents	Additional Charges for both Brent residents & non residents		
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Coffin/casket 7' long or 28" wide in earth grave	496.00	N/A
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Coffin/casket 7' long or 30+" wide in earth grave	653.50	N/A
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Earth Grave for 3 where applicable	659.50	659.50
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Shroud timbers & slats	157.00	162.00
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Grave surround	54.50	145.00
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Transfer burial rights	97.00	105.00
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Burial Register search fee	36.00	57.00
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Chapel hire up to 2 hours	91.00	159.00
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Saturday burials at Alperton, Paddington and Willesden	726.00	825.00
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Cancellation of an interment or late arrival of funeral cortege of more than 20 mins	302.50	350.00
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Memorial [full with Landing]	357.00	385.00
REGENERATION & ENVIRONMENT	Cemeteries - Additional Charges	Vaults Package Paddington Old Cemetery	N/A	15,000.00
REGENERATION & ENVIRONMENT	Cemeteries - Memorial Permits	Headstone / plaque	302.50	322.00
REGENERATION & ENVIRONMENT	Cemeteries - Memorial Permits	Inscriptions / works	109.00	140.00
REGENERATION & ENVIRONMENT	Cemeteries - Memorial Permits	Memorial removal for interment	169.50	210.00
REGENERATION & ENVIRONMENT	Cemeteries - Memorial Permits	Memorial replacement after interment	169.50	210.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	19/20 CHARGE £ (Excl. VAT)	20/21 PROPOSED CHARGES £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Cemeteries - Memorial Permits	Memorial raise and level (full memorials)	66.50	90.00
REGENERATION & ENVIRONMENT	Cemeteries - Memorial Permits	Memorial raise and level (plaques)	46.00	90.00
REGENERATION & ENVIRONMENT	Cemeteries - Memorial Permits	Tree Plaque at Carpenders Park (Inc. VAT) (Single)	242.00	390.00
REGENERATION & ENVIRONMENT	Cemeteries - Memorial Permits	Tree Plaque at Carpenders Park (Inc. VAT) (Double)	326.50	410.00
REGENERATION & ENVIRONMENT	Cemeteries - Memorial Permits	Bench with plaque on to existing landing (Inc. VAT)	1,331.00	1,500.00
REGENERATION & ENVIRONMENT	Cemeteries - Memorial Permits	Bench Plaques only at Carpenders Park (Inc. VAT - 5 years)	157.00	175.00
REGENERATION & ENVIRONMENT	Cemeteries - Memorial Permits	Concrete based bench with plaque (inc. VAT not at Carpenders Park)	1,452.00	2,152.00
REGENERATION & ENVIRONMENT	Allotments			
REGENERATION & ENVIRONMENT	Allotments	Allotment type site 126m2 (5 pole)	90.00	92.00
REGENERATION & ENVIRONMENT	Allotments	Allotment cost per pole	17.15	18.40
REGENERATION & ENVIRONMENT	Planning			
REGENERATION & ENVIRONMENT	Planning	Correspondence Service L 1 (Householder & Small Business)	240.00	120.00
REGENERATION & ENVIRONMENT	Planning	Correspondence Service L2 (up to 4 residential units/400m2 floor space)	360.00	360.00
REGENERATION & ENVIRONMENT	Planning	Meeting Service L 1 (householder & small business)	960.00	1,200.00
REGENERATION & ENVIRONMENT	Planning	Meeting Service L 1 + optional Site Visit Service (householder & small business)	1,800.00	2,400.00
REGENERATION & ENVIRONMENT	Planning	Meeting Service L 2 (up to 4 residential units or up to 499m2 of floor space)	4,800.00	5,280.00
REGENERATION & ENVIRONMENT	Planning	Meeting Service L3 (5 to 9 residential units or 500 to 999m2 of floorspace)	6,500.00	9,000.00
REGENERATION & ENVIRONMENT	Planning	Meeting Service L4 (more than 10 residential units or more than 1,000m2 of floorspace)	12,000.00	12,000.00
REGENERATION & ENVIRONMENT	Planning	Initiation, programming, 1st review (up to 149 units or 2,500m2))	1,800.00	Half of full pre-application cost for relevant pre-app category
REGENERATION & ENVIRONMENT	Planning	Initiation, programming, 1st review (150 plus units or over 2,500m2)	120.00	120.00
REGENERATION & ENVIRONMENT	Planning	Strategic Meeting (up to 149 units or 2,500m2)	Half full price	Half full price
REGENERATION & ENVIRONMENT	Planning	Strategic Meeting (150 plus units or 15,000m2)	Half full price	Half full price
REGENERATION & ENVIRONMENT	Planning	Issue Meeting	2,000.00	2,200.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	19/20 CHARGE £ (Excl. VAT)	20/21 PROPOSED CHARGES £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Planning	Presentation to Planning Committee	4,000.00	2,000.00
REGENERATION & ENVIRONMENT	Planning	Planning/development briefs/ frameworks/ masterplans	9,000.00	9,000.00
REGENERATION & ENVIRONMENT	Planning	Copies of planning decision notices	16.50	25.00
REGENERATION & ENVIRONMENT	Planning	Copies of archived documents	16.50	25.00
REGENERATION & ENVIRONMENT	Planning	Confirmation of compliance with clauses in a S106	500.00	500.00
REGENERATION & ENVIRONMENT	Planning	S106 Legal Fee (per hour)	200.00	200.00
REGENERATION & ENVIRONMENT	Planning	S106 Planning Negotiation Fee - Simple (1-3 obligations)	825.00	905.00
REGENERATION & ENVIRONMENT	Planning	S106 Planning Negotiation Fee - Moderate (4-7 obligations)	1,400.00	1,540.00
REGENERATION & ENVIRONMENT	Planning	S106 Planning Negotiation Fee - Complex (8+ obligations / review mechanisms)	1,925.00	2,115.00
REGENERATION & ENVIRONMENT	Planning	S106 Planning Negotiation Fee - Simple Deed of Variation	410.00	450.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - General - Initial for Simple Agreement	440.00	480.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - General - Initial for Moderate Agreement	495.00	540.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - General - Initial for Complex Agreement	550.00	605.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - General - Standard Simple Obligation	110.00	120.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - General - Standard Moderate Obligation	330.00	360.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - General - Standard Complex Obligation	575.00	630.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Affordable Housing	575.00	630.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Viability Review	1,000.00	1,100.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Sustainability	715.00	785.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Energy	715.00	785.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Sustainability and Energy	1,430.00	1,570.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Highway Works (No Verification)	330.00	360.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Travel Plan	1,430.00	1,570.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	19/20 CHARGE £ (Excl. VAT)	20/21 PROPOSED CHARGES £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Car Club (Off Site)	715.00	785.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Permit Fee (No Approval)	110.00	120.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Permit Free (Approval)	330.00	360.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Training and Employment	715.00	785.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Community Access Plan	575.00	630.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Notices	55.00	60.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Financial Contributions	165.00	180.00
REGENERATION & ENVIRONMENT	Planning	S106 Monitoring Fee - Specific - Considerate Constructors Scheme	110.00	120.00
REGENERATION & ENVIRONMENT	Brent Start			
REGENERATION & ENVIRONMENT	Brent Start	Learning and skills - Accredited courses	3.30	3.60
REGENERATION & ENVIRONMENT	Brent Start	Learning and Skills - Personal and community development learning	4.60	5.00
REGENERATION & ENVIRONMENT	Brent Start	Learning and Skills - Personal and community development learning - concessions (A)	2.30	2.50
REGENERATION & ENVIRONMENT	Brent Start	Learning and Skills - Personal and community development learning - concessions (B)	1.15	1.25
REGENERATION & ENVIRONMENT	Brent Start	Learning and Skills - targeted community development courses	3.30	3.60
REGENERATION & ENVIRONMENT	Brent Start	Learning and Skills - targeted community development courses - concessions (A)	1.70	1.80
REGENERATION & ENVIRONMENT	Brent Start	Full cost recovery courses	16.50	18.00
REGENERATION & ENVIRONMENT	Brent Start	Room hire	25.00	27.50
REGENERATION & ENVIRONMENT	Food and Health & Safety			
REGENERATION & ENVIRONMENT	Food and Health & Safety	Cadaver certificate (3 working days' notice)	67.00	68.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Cadaver certificate (urgent next day service)	131.00	134.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Food Export Health Certificates (3 working days)	68.00	69.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Food Export Health Certificates (urgent next day service)	131.00	134.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Food destruction certificate	254.00	259.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	19/20 CHARGE £ (Excl. VAT)	20/21 PROPOSED CHARGES £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Food and Health & Safety	Freezer breakdown certificate	254.00	259.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Pool water analysis single pool	242.00	242.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Pool water analysis double pool	412.50	412.50
REGENERATION & ENVIRONMENT	Food and Health & Safety	Schools Legionella Water Sampling	1,585.00	1,585.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Schools Drinking Water Sampling	530.00	530.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Food Hygiene Rating Scheme (FHRS) rating re-assessment	300.00	300.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Food Business Start-up Scheme	300.00	300.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Food Hygiene Coaching Service	495.00	495.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Special treatments exhibition including any treatment from categories B, C or D	£1,365 plus £95 per company administering	£1,365 plus £95 per company administering
REGENERATION & ENVIRONMENT	Food and Health & Safety	Special treatments - lasers (Cat A)	866.00	866.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Special treatments - massage, acupuncture, tattooing etc (cat B)	704.00	704.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Special treatments - beauty treatments, etc (Cat C)	420.00	420.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Special treatments - manicure, nose and ear piercing, etc (Cat D)	231.00	231.00
REGENERATION & ENVIRONMENT	Food and Health & Safety	Special treatments - licence variation including addition or change of therapist	121.00	121.00
REGENERATION & ENVIRONMENT	Licensing			
REGENERATION & ENVIRONMENT	Licensing	Animal Boarding Licence (up to 20 animals)	328.00	328.00
REGENERATION & ENVIRONMENT	Licensing	Breeding of Dogs Licence (with one bitch)	328.00	328.00
REGENERATION & ENVIRONMENT	Licensing	Animal Boarding Licence (over 20 animals)	364.00	364.00
REGENERATION & ENVIRONMENT	Licensing	Breeding of Dogs Licence (with more than one bitch)	364.00	364.00
REGENERATION & ENVIRONMENT	Licensing	Performing Animals Registration	364.00	364.00
REGENERATION & ENVIRONMENT	Licensing	Pet Animals (Pet Shop Licence)	364.00	364.00
REGENERATION & ENVIRONMENT	Licensing	Dangerous Wild Animals	390.00	390.00
REGENERATION & ENVIRONMENT	Licensing	Leaflet distribution (application)	198.00 + 78.00 per person per day	198.00 + 78.00 per person per day

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	19/20 CHARGE £ (Excl. VAT)	20/21 PROPOSED CHARGES £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Licensing	Occasional sales except educational establishments (application)	197.00 + 10.00 per stall	197 + 10.00 per stall
REGENERATION & ENVIRONMENT	Licensing	Sex establishments	360.00	360.00
REGENERATION & ENVIRONMENT	Licensing	Street trading (new application)	81.50	81.50
REGENERATION & ENVIRONMENT	Licensing	Street trading (daily fee)	3.00	3.00
REGENERATION & ENVIRONMENT	Licensing	Street trading (variation)	55.00	55.00
REGENERATION & ENVIRONMENT	Licensing	Temporary Street Trading (per day per stall)	177.00	177.00
REGENERATION & ENVIRONMENT	Licensing	Scrap Metal Site Licence	600.00	600.00
REGENERATION & ENVIRONMENT	Licensing	Scrap Metal Collectors Licence	350.00	350.00
REGENERATION & ENVIRONMENT	Licensing	Explosives Registration	109.00	109.00
REGENERATION & ENVIRONMENT	Licensing	Explosives Licence	185.00	185.00
REGENERATION & ENVIRONMENT	Licensing	Film Classification (per 15 minutes)	15.00	15.00
REGENERATION & ENVIRONMENT	Licensing	Premises Licence - Licensing Act 2003 (see separate list of fees for specific charges)	Various Fees from 10.50 to 64,000	Various Fees from 10.50 to 64,000
REGENERATION & ENVIRONMENT	Licensing	Premises Licence - Gambling Act 2005 (see separate list of fees for specific charges)	Various Fees from 15.00 - 15,000.00	Various Fees from 15.00 - 15,000.00
REGENERATION & ENVIRONMENT	Licensing	Marriage Licence (see separate list of fees for specific charges)	Various Fees from 600.00 to 1,500.00	Various Fees from 600.00 to 1,500.00
REGENERATION & ENVIRONMENT	Licensing	Licensing Surgeries (to help businesses with applications)	165.00	165.00
REGENERATION & ENVIRONMENT	Land Charges			
REGENERATION & ENVIRONMENT	Land charges	Full Official Search (LLC1 and CON29 2016)	280.00	266.67
REGENERATION & ENVIRONMENT	Land charges	Full Official Search and each additional Parcel	55.00	50.83
REGENERATION & ENVIRONMENT	Land charges	LLC1	80.00	80.00
REGENERATION & ENVIRONMENT	Land charges	LLC1 Additional Parcel	25.00	25.00
REGENERATION & ENVIRONMENT	Land charges	CON 29 - 2016	200.00	200.00
REGENERATION & ENVIRONMENT	Land charges	Con 29 - 2016 each additional Parcel	30.00	30.00
REGENERATION & ENVIRONMENT	Land charges	CON 29O requested each question submitted with LLC1 and CON 29 - 2016 forms	30.00	30.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	19/20 CHARGE £ (Excl. VAT)	20/21 PROPOSED CHARGES £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Land charges	CON 29 O each question requested separately	40.00	40.00
REGENERATION & ENVIRONMENT	Land charges	Copy Search of replies	40.00	40.00
REGENERATION & ENVIRONMENT	Land charges	CON29 O requested separately for each additional parcel	30.00	30.00
REGENERATION & ENVIRONMENT	Land charges - EIR	CON29 2016 Individual first question	25.00	25.00
REGENERATION & ENVIRONMENT	Land charges - EIR	CON29 2016 Individual each additional question	3.00	3.00
REGENERATION & ENVIRONMENT	Land charges - EIR	CON29 2016 Individual All questions listed on our website under Environmental Informational Regulations details 'Local Land Charges	100.00	100.00
REGENERATION & ENVIRONMENT	Land charges - EIR	CON29 2016 Individual each additional parcel	6.00	6.00
REGENERATION & ENVIRONMENT	Land charges - EIR	Copy of replies CON29 2016 individual replies	15.00	15.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)			
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Temporary Crossing – Commercial:	550.00	555.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Crane Oversail	550.00	555.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Crane (mobile platform):	330.00	335.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Scaffold Licence Fee (0-10m)	230.00	235.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Scaffold Licence Fee (10-15m)	295.00	300.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Scaffold Licence Fee (15m+)	610.00	620.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Hoarding Licence Fee(0-10m)	230.00	235.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Hoarding Licence Fee (10-15m)	295.00	300.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Hoarding Licence Fee (15m+)	620.00	620.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Skip Licence Fee	54.00	56.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Skips (fines)	250.00	255.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Building Material licences (Residential)	160.00	165.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Builders Material Licences (Commercial)	325.00	330.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Skip Company - Annual Registration fee:	295.00	300.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	19/20 CHARGE £ (Excl. VAT)	20/21 PROPOSED CHARGES £ (Excl. VAT)
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Container/Portacabin licences:	330.00	335.00
REGENERATION & ENVIRONMENT	Public Realm (Highways)	Admin fee for refunds processing	30.00	60.00
REGENERATION & ENVIRONMENT	Trading Standards			
REGENERATION & ENVIRONMENT	Trading Standards	Registration of Premises for Auction	346.00	354.00
REGENERATION & ENVIRONMENT	Trading Standards	Primary Authority - bulk purchase (per hour)	60.00	62.00
REGENERATION & ENVIRONMENT	Trading Standards	Primary Authority - pay as you go (per hour)	75.00	77.00
REGENERATION & ENVIRONMENT	Trading Standards	Verification of Weights & Measures Equipment (per hour)	62.70	65.00
REGENERATION & ENVIRONMENT	Trading Standards	Calibration of Weights for Business 9per Hour	62.70	65.00
REGENERATION & ENVIRONMENT	Trading Standards	Testing of Working Standards and Testing Equipment for other Las (per hour)	62.40	65.00
REGENERATION & ENVIRONMENT	Trading Standards	Extra Staff Member assisting with above W&M fees (per hour)	40.00	41.00
REGENERATION & ENVIRONMENT	Trading Standards	Use of Safety Lab (per hour)	70.00	72.00
REGENERATION & ENVIRONMENT	Trading Standards	Licence to store explosives	Various Fees from 54.00 - 500.00	Various Fees from 54.00 - 500.00
REGENERATION & ENVIRONMENT	Trading Standards	Financial Investigator (per hour, plus contract fee)	40.00	41.00
REGENERATION & ENVIRONMENT	Trading Standards	Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc) (England) Order 2014, Full Charge Penalty Notice	5,000.00	5,000.00
REGENERATION & ENVIRONMENT	Trading Standards	Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc) (England) Order 2014, Reduced Charge Penalty Notice	2,500.00	2,500.00
REGENERATION & ENVIRONMENT	Trading Standards	Penatly Charge Notice under Part 3, Chapter 3 Consumer Rights Act 2015 (Maximum Penalty)	5,000.00	5,000.00
REGENERATION & ENVIRONMENT	Trading Standards	Full financial penalty issued under the Tenant's Fees Act 2019 (Maximum Penalty)	30,000.00	30,000.00
REGENERATION & ENVIRONMENT	Trading Standards	Full financial penalty issued under the Client Money Protection Schemes for Property Agents (Requirement to Belong to a Scheme etc.) Regulations 2019	N/A	Penalty between £1 - £30,000.00
REGENERATION & ENVIRONMENT	Trading Standards	Enforcement Officer hourly rate	N/A	60.00
REGENERATION & ENVIRONMENT	Trading Standards	Senior/Supervisory Staff hourly rate	N/A	80.00 - 90.00
RESOURCES	Registration and Nationality			
RESOURCES	Registration and Nationality	Approved Premises Weddings BCC Internal Monday - Thursday Before 4pm	210.00	231.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	19/20 CHARGE £ (Excl. VAT)	20/21 PROPOSED CHARGES £ (Excl. VAT)
RESOURCES	Registration and Nationality	Approved Premises Weddings BCC internal Monday - Thursday After 4pm	425.00	468.00
RESOURCES	Registration and Nationality	Approved Premises Weddings Internal Friday Before 4pm	235.00	259.00
RESOURCES	Registration and Nationality	Approved Premises Weddings Internal Friday After 4pm	425.00	468.00
RESOURCES	Registration and Nationality	Approved Premises Weddings Internal Saturday Before 4pm	325.00	358.00
RESOURCES	Registration and Nationality	Approved Premises Weddings Internal Saturday After 4pm	475.00	523.00
RESOURCES	Registration and Nationality	Approved Premises Weddings Internal Sunday Before 1pm	400.00	440.00
RESOURCES	Registration and Nationality	Approved Premises Weddings Internal Sunday After 1pm	525.00	578.00
RESOURCES	Registration and Nationality	Approved Premises Weddings external Monday - Friday Before 4pm	400.00	440.00
RESOURCES	Registration and Nationality	Approved Premises Weddings external Monday - Friday After 4pm	450.00	500.00
RESOURCES	Registration and Nationality	Approved Premises Weddings external Saturday Before 4pm	450.00	500.00
RESOURCES	Registration and Nationality	Approved Premises Weddings external Saturday After 4pm	550.00	605.00
RESOURCES	Registration and Nationality	Approved Premises Weddings external Sunday Before 1pm	500.00	550.00
RESOURCES	Registration and Nationality	Approved Premises Weddings external Sunday After 1pm	650.00	715.00
RESOURCES	Registration and Nationality	Bank Holidays Before 4:30pm	1,000.00	1,000.00
RESOURCES	Registration and Nationality	Bank Holidays After 4:30pm	1,000.00	1,000.00
RESOURCES	Registration and Nationality	Private Ceremonies (M- F)	125.00	130.00
RESOURCES	Registration and Nationality	Citizenship Private Ceremony-weekend	170.00	170.00
RESOURCES	Registration and Nationality	NEW - Issue of Letter	N/A	30.00
RESOURCES	Registration and Nationality	Secure Deposit	50.00	100.00
RESOURCES	Registration and Nationality	Change of date	45.00	47.00
RESOURCES	Conference and Events			
RESOURCES	Conference and Events	The Grand Hall 10 hours hire package (Monday to Sunday)	5,900.00	5,900.00
RESOURCES	Conference and Events	The Grand Hall 12 hours hire package (Saturday and Sunday only)	8,100.00	8,100.00

DIRECTORATE	SERVICE CATEGORY	SERVICE PROVIDED	19/20 CHARGE £ (Excl. VAT)	20/21 PROPOSED CHARGES £ (Excl. VAT)
RESOURCES	Conference and Events	The Grand Hall 18 hours hire package (Saturday and Sunday only)	9,800.00	9,800.00
RESOURCES	Conference and Events	The Grand Hall additional set up or de-rig hire (per hour)	260.00	300.00
RESOURCES	Conference and Events	The Grand Hall bank holiday surcharge fee	1,030.00	1,030.00
RESOURCES	Conference and Events	The Grand Hall (per hour, min 6 hours required)	520.00	600.00
RESOURCES	Conference and Events	Conference Hall (per hour, min 3 hours required)	260.00	260.00
RESOURCES	Conference and Events	Conference Hall additional set up or de-rig hire (per hour)	150.00	150.00
RESOURCES	Conference and Events	The Bridge (available only with the Grand Hall)	460.00	500.00
RESOURCES	Conference and Events	Garden hire, min 3 hours (per hour)	210.00	210.00
RESOURCES	Conference and Events	One Board Room (per hour)	41.00	41.00
RESOURCES	Conference and Events	Two Board Rooms together (per hour)	62.00	82.00
RESOURCES	Conference and Events	Three Board Rooms together (per hour)	82.00	123.00
RESOURCES	Conference and Events	Four Board Rooms together (per hour)	103.00	164.00
RESOURCES	Conference and Events	Foyer stall hire (4 hours, one extra hour allowed for set and one hour for clearing)	103.00	100.00
RESOURCES	Conference and Events	Foyer stall hire (8 hours, one extra hour allowed for set and one hour for clearing)	155.00	155.00
RESOURCES	Conference and Events	Day Delegate Rate (with sandwich lunch and 3 servings of tea and coffee) per person, min numbers apply	47.00	47.00
RESOURCES	Conference and Events	Day Delegate Rate (with finger buffet lunch and 3 servings of tea and coffee) per person, min numbers apply	56.00	58.00
RESOURCES	Conference and Events	Charitable discount. A discount of 20% - 50% on Conference Hall and Board Rooms hire are available for charitable purpose events that are closely aligned to the Council's Borough Plan and will benefit the borough and its local residents.	20% - 50%	20 - 50%
RESOURCES	Conference and Events	Discretionary discount to attract bookings at quiet times	10%	10% - 20%

## **Brent Council Fees and Charges Policy**

### **1 Introduction**

- 1.1 By using its powers to charge for goods and services and imposing fines, fixed penalties and other such financial sanctions, Brent Council is able to generate additional income to support investment in services and/or reduce the overall level of expenditure to be met by local tax payers.
- 1.2 The aim of this Fees and Charges Policy is to ensure that the Council makes use of all the powers available to it in order to recover the full cost of providing services. In using these powers however, the Council will wish to take care to ensure that the consequences of charging on individuals, the wider aims of the Council itself and / or organisations do not adversely impact on those who are vulnerable or in difficulties.

### **2 Background**

- 2.1 The overriding aim of the charging policy is to maximise income generation and collection to enhance the social and economic well being of the community the council serves, whilst ensuring a fair price for all services reflecting the ability of the community to pay and the relative demand for the service. Maximisation of income, following a decision to charge, is also dependent on a charge being raised and that amount being collected, both in a timely way.

#### *Legal Position*

- 2.2 The majority of the Council's statutory services, Building Control being a key exception, are funded directly from the Council's other main sources of revenue, i.e. government grants and local taxation.
- 2.3 Income received by Brent from fees and charges is generated by both statutory and discretionary services. Where fees and charges apply to statutory services these are often set nationally, for example, some planning and licensing fees.
- 2.4 The remaining income generating services where the Council levies fees and charges are of a discretionary nature. Discretionary services are those that an authority has the power to provide but is not obliged to. They include services provided directly to the public in general such as leisure services as well as charges for the costs incurred by the council (such as legal costs) when entering into planning or highways agreements with specific persons.
- 2.5 The legal powers that the Council has to raise fees and charges are set out in the final section of this policy.

### **3 Managers' Guidance**

#### *Overview*

- 3.1 The Managers' Guidance has been written to provide information to managers in Brent Council responsible for applying fees and charges to goods and services delivered. The aim is to encourage a consistent and cost effective approach to the setting of

## Appendix F(iii): Fees & Charges Policy

charges for services provided by:

- a. Specifying the process and frequency for reviewing existing charges for all areas of the council's work for which charges could in principle be set
- b. Providing guidance on the factors that need to be taken into consideration when charges are being reviewed
- c. Requiring more active use of market intelligence when setting charges
- d. Establishing parameters for calculating different levels of charges
- e. Recommending the criteria for applying concessions or discounted charges consistently across the council

### *Calculation of Fees and Charges*

3.2 Fees and charges raised must be based on the full cost of the service. Charges cannot be set at a level to recover more than cost if that is all the Council has the legal power to do, but the definition of cost includes direct costs of service provision together with overhead and central costs. The cost recovery limit applies to the overwhelming majority of services which the Council can set a charge for. If, however, the Council has the legal power to do so careful consideration should be given to charging more than the full cost of the service. For example, charging could be used as a tool to manage excess demand for limited spaces on leisure centre classes. In overview there are 3 ways in which fees and charges may be set:

- a. Fees and charges prescribed by legislation, usually in a regulatory context, and varied from time to time which the person liable has an obligation to pay;
- b. Fees and charges reviewed and set by members (e.g. Individual Cabinet Members, Cabinet or Full Council) from time to time (usually annually); and
- c. Fees and charges reviewed and set by officers from time to time acting under delegated powers.

3.3 As part of the annual budget cycle each department will carry out a recalculation of existing fees and charges together with opportunities to raise additional income from new areas of charging, and present proposals for revised charges.

### *Approvals*

3.4 In broad terms setting fees for regulatory services (i.e. licensing, planning, etc) are non-executive functions. These therefore need to be submitted to Full Council for approval. Full Council can, however, delegate this function to a committee, officer etc.

3.5 Fees and charges for discretionary services are usually executive functions and therefore need to be approved by Cabinet or Cabinet Members. Cabinet and Cabinet

## Appendix F(iii): Fees & Charges Policy

Members can, however delegate this function.

### *Concessionary Charging*

- 3.6 The purpose of offering concessions must be to support council priorities. Generally the reasons for operating concessionary charges will fall into one of two categories: to influence the level of demand for a service or to reflect the circumstances of service users. Concessions must also be reviewed at least on an annual basis, to confirm both the level of subsidy and also their ongoing relevance.
- 3.7 The Finance Department will maintain a list of concessions in operation and keep under review requests for concessions to be offered. For customer / clients who cannot pay, action must be taken to ensure that there are sufficient safeguards in place to allow access to service, and that appropriate steps are taken to recognise the realistic payment capacity of vulnerable individuals.
- 3.8 Concessionary charges should not normally apply at times when it would result in a loss of income from customers paying the full charge, unless prior approval has been given by a senior Council officer.
- 3.9 No concessions will be provided to non-Brent residents.

### *Education related services*

- 3.10 With regards to education related services, services and packages will be based around the academic year and not on the municipal financial year.

### *VAT*

- 3.11 Managers must ensure that the correct treatment of VAT is applied to the fees and charges they are responsible for. The correct treatment should be agreed with Finance in advance of application.

### *Other statutory requirements*

- 3.12 Managers must also ensure that when setting fees and charges or reporting to members they are aware of any special statutory requirements that need to be complied with. For example, before changes to some fees and charges can be implemented, there may be a statutory requirement to consult and/or publish a notice in a local newspaper.

## **4 Payment Methods**

- 4.1 All collection methods and payment terms must be effective, efficient and appropriate for the service. The preferred methods of payment are those direct to the bank such as direct debits and standing orders.
- 4.2 Wherever practical do to so payment for services provided should be sought in advance to minimise debt recovery issues.
- 4.3 The full cost recovery analysis will need to factor in the cost of processing payments and that some payment methods are preferred.

## **5. Equality impact Assessments**

- 5.1 Under Section 149 of the Equality Act 2010, the Council has a duty when exercising its functions to have 'due regard' to the need to eliminate discrimination and other conduct prohibited under the Act and advance equality of opportunity and foster good relations between those who share a "protected characteristic" and those who do not. This is the public sector equality duty. The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The purpose of the duty is to enquire into whether a proposed decision disproportionately affects people with a protected characteristic. In other words, the indirect discriminatory effects of a proposed decision. Due regard is the regard that is appropriate in all the circumstances.
- 5.2 Before the Council exercises its fees and charging powers, the impact on individuals or groups of individuals who share a protected characteristic must be carefully considered and properly factored into the decision making process using the Council's EA screening template.

## **6 Review of Policy**

- 6.1 This Policy is to be reviewed a minimum of every two years to ensure consistency with wider council and departmental objectives and priorities.

## Fees and Charges - Legal Powers

Under the Localism Act 2011 there is a general power of competence which explicitly gives councils the power to do anything that an individual can do which is not prohibited by other legislation. This activity can include **charging** (i.e. to recover the costs of providing a discretionary service which the person has agreed to) or can be undertaken for a commercial purpose (i.e. to generate efficiencies, surpluses and profits) through a special purpose trading company. This is what is more commonly known as **trading**. Charging and trading activities can be aimed at benefiting the Council, the borough or its local communities.

These powers are in addition to similar powers set out in the Local Government Act 2003. The 2003 Act empowers councils to charge for any discretionary services (i.e. services councils have the *power* to provide but do not have a *duty* to provide by law) on a cost recovery basis. For example, the Council could decide to *provide* a new discretionary service, that is an addition to or enhancement of a statutory service, and then charge for it.

The 2011 Act power and the 2003 Act power cannot be used where charging is prohibited or where another specific charging regime applies. Statutory guidance published in 2003 outlines how costs and charges should be established and that guidance remains in force (see: '*General Power for Best Value Authorities to Charge for Discretionary Services*', ODPM, 2003). The Council must have regard to the guidance when charging for discretionary services under the 2003 Act.

In particular, the guidance contains useful advice on setting charges. It explains that for each discretionary service for which a charge is made, councils need to secure that, taking one year with another, the income from charges for that service does not exceed the costs of provision. The requirement to take one year with another recognises the practical difficulties council will face in estimating the charges. It establishes the idea of balancing the books over a period of time (not less than 1 year and no more than 3 years). Any over or under recovery that results in a surplus or deficit of income in relation to costs in one period should be addressed by the council when setting its charges for future periods so that over time income equates to costs.

The 2003 Act also enables councils to trade in activities related to their functions on a commercial basis with a view to profit through a company.

Under the Local Authorities (Goods and Services) Act 1970 councils also have powers to enter into agreements with each other and a long list of designated bodies. These activities are not limited to cost recovery and a profit can be generated from these activities.

In terms of leisure and recreational facilities, section 19 of the Local Government (Miscellaneous Provisions) Act 1976 permits councils to charge for these beyond cost recovery limitations.

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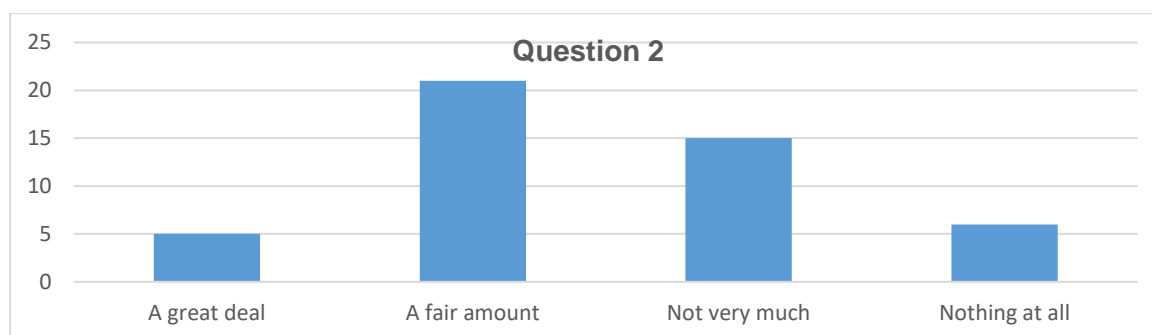
## Budget Consultation- Summary of findings and key themes

The Budget 2020/21 - 2022/23 online consultation opened on 12 November 2019 and is due to close on 31 January 2020.

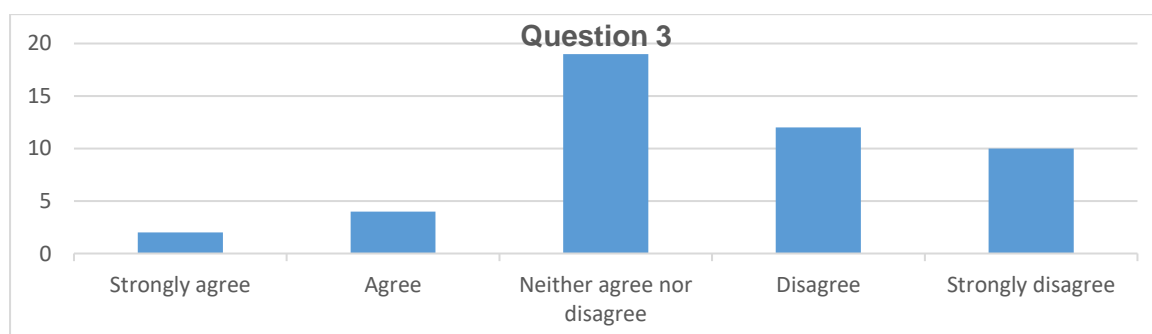
The online consultation asked Brent residents to read the Draft Budget 2020/21 – 2022/23, including appendices, and answer the following questions:

1. Do you have any comments about our draft budget strategy?
2. Having read the draft budget proposals for the next three years, how much do you now feel you understand the Council's overall financial position and the need to both increase council tax and deliver savings between 2020/21 and 2022/23 in order to deliver a balanced budget?
3. To what extent do you agree or disagree with the budget proposals?
4. If you have any specific ideas about how the council can save money or generate additional income to protect services, please state these here:

For **Question 2** 55% of respondents answered that they had 'a fair amount' or 'a great deal' of understanding of the Council's overall financial position and the need to both increase council tax and deliver savings between 2020/21 and 2022/23 in order to deliver a balanced budget. 45% responded that they had 'nothing at all' or 'not very much' understanding of the Council's overall financial position.



For **Question 3** 47% of respondents answered that they 'disagree' or 'strongly disagree' with the budget proposals. Whilst 13% answered that they 'agree' or 'strongly agree' with the proposals. The final 40% answered that they 'neither agree nor disagree'.



The key themes collected from the comments to **Question 1** '*Do you have any comments about our draft budget strategy?*' include:

- Reducing Anti-Social Behaviour, in particular street crime and fly tipping
- Protecting Children's services
- Repairing potholes
- Increasing CCTV
- Protecting green spaces
- Planting more trees

The most popular theme, was protecting green spaces and planting more trees (32%). Improvements to highways (11%) and Anti-social behaviour (11%) were also common themes.

In regards to protecting green spaces and planting more trees, one respondent stated:

*'I would like to see Highways and Infrastructure to commit the 100k saving in 21/22 - to be shared between better maintenance of trees, and replacement of removed trees and better cycling provision. I understand there is a 215k saving in Environment, please use this to fulfil the councils obligations under the Climate Emergency Declaration, by making maintenance of the borough's tree stock a priority.'*

Another respondent stated:

*'I'd like to see the council using savings in areas such as highways to invest in the maintenance and upkeep of existing tree stock and to plant more new trees. The latter need to have funds allocated to them so that they can be protected - cages built around vulnerable ones, an effort made to ask specific households to water them - and inspected regularly to make sure the saplings do not die and waste resources.'*

The most popular theme to **Question 4** '*If you have any specific ideas about how the council can save money or generate additional income to protect services, please state these here.*' was to protect Council staff (13%) and investment in trees (11%).

Another respondent stated:

*'Need more social service staff allocation for elderly living at home.'*

In regards to Improvements to highstreets, one respondent stated:

*'Please pass on savings from the highways and infrastructure budget on to protecting the councils trees. As well as improving local pollution and the health of Brent residents, this will also help the council to fulfill its pledge to tackle the climate emergency.'*

Comments and feedback on the budget consultation demonstrates a wide range of views, many common viewpoints and emphasises the fact that Brent residents are concerned over what the expenditure reductions mean not only for them but also for the wider community.



# **BRENT COUNCIL PAY POLICY STATEMENT**

**Financial Year 2020/21**

**April 2020**

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# **BRENT COUNCIL PAY POLICY STATEMENT**

**Financial Year 2019/20**

## **Purpose**

The council's pay policy outlines Brent's policy on pay and benefits for all employees (excluding Schools) and has been developed to meet the relevant statutory provisions of the Localism Act 2011.

The pay policy will be reviewed on an annual basis and will be approved by Full Council in advance of each new financial year.

The pay policy statement can be amended during the course of any financial year, but only by a resolution of the Full Council. The revised version of the statement will be published as soon as reasonably practicable.

## **Strategic Context**

The current and future pay and benefit arrangements are embodied in the council's Workforce Strategy which reflects the Borough Plan priorities. The council's Borough Plan provides the strategic framework for the council's workforce and people priorities.

The overarching objective for the Workforce Strategy is to have the right people, with the right skills, attitudes and experience, in the right place at the right time to enable the organisation to deliver on its strategic priorities and corporate objectives.

Key strategic aims of the Workforce Strategy are:

- Achieving organisational effectiveness and strong performance management.
- Recruiting, retaining and rewarding a diverse, highly skilled and motivated workforce.
- Valuing diversity and reducing inequalities.
- Developing high performing managers and talented staff.
- Building the professionalism and skills of the workforce to support projects aligned to the council's strategic priorities and the delivery of high quality services.

The council is committed to being a good employer and maintaining its excellent track record in employing a diverse workforce which reflects the local community. In order to recruit and retain a high quality workforce, the council will pay its staff at appropriate salary levels to attract and retain staff, throughout the council, particularly those in hard to recruit roles.

## **Employee Benefits**

The council's pay arrangements and terms and conditions play a key role in enabling the council to fully realise its objectives and ensuring the workforce is 'fit for purpose'. The council is committed to fair and equitable pay and benefits arrangements to maintain a flexible, talented and performance focused workforce. The council published its Gender Pay Gap Report on 29 March 2019. This revealed that the overall mean gender pay gap based on data taken from the HR databases on 31 March 2018 was 8.2% and the median gender pay gap was 6.8%. This compares with a mean gender pay gap for local government of 6.1% and a median pay gap of 4% %.

All the council's pay arrangements are contained within a single policy document.

## **Pay Rates and Scales**

Pay scales are reviewed annually in line with the relevant national agreements and any changes are usually effective from 1 April or 1 September each year depending on the pay scales applicable to different groups of staff.

The following pay scales have been adopted by the council:

- Greater London Provincial Council (GLPC) London Pay Scales (main pay scales)
- Senior Manager Pay Scales (senior managers including Chief Officers)
- Soulbury Pay Scales (Education Psychologists, Advisors and Inspectors)
- Soulbury Pay Scales (Youth and Community Service, Young People and Community Service Managers)
- Teaching Pay Scales (for centrally employed local authority teachers)

## **Remuneration of Senior Management (Chief Officers)**

The council defines its senior management as the top 3 tiers in the management structure. This includes all statutory and non-statutory Chief Officers and Deputy Chief Officer roles. It comprises the Chief Executive, Strategic Directors and Operational Directors.

Currently the pay, expenses and key benefits for the Council Management Team are published on the council's website. The Council Management Team comprises the Chief Executive and the Strategic Directors, together with the Director of Finance and the Director of Legal, HR & Audit and Investigations.

The rates of pay of the Chief Executive and Strategic Directors and other Senior Managers are in accordance with the council's senior manager pay scales.

The council may, from time to time, engage senior managers under contracts for services. The council generally will aim to pay such individuals at a rate consistent with the pay of directly employed staff performing a comparable role, although there may be exceptional circumstances which support a higher pay rate for a short term period to ensure continuity of service and meet any statutory obligations.

## **Remuneration of Lowest Paid Employees**

The council defines its lowest paid employees as those staff paid on the lowest established grade and scale point which in Brent is Scale 3 spinal point 17 of the Greater London Provincial Council (GLPC) Pay Scales currently £20,472 per annum.

## **London Living Wage**

The council has implemented the London Living Wage. All staff are paid at or above the London Living Wage. Level 2 Apprentices are paid at the highest National Living Wage rate for apprentices, Level 3 Apprentices are paid a higher hourly rate of £8.01 per hour and Level 4 Apprentices are paid at a higher hourly rate. The Council is an accredited London Living Wage Employer and asks its contractors supplying services to the Council to pay their staff the London Living Wage. As contractors are employers in their own right, the council cannot force contractors to pay the London Living Wage but has built into its procurement procedures a requirement to do so in relation to council contracts where possible. The Council also encourages schools to pay the London Living Wage.

## **Pay Multiple**

The 'pay multiple' is the ratio between the highest paid salary and the lowest/median average salary of the council's workforce. The council's highest paid employee is the Chief Executive. The current median salary is £35,724.

The lowest pay multiple is 1:9.7; the median pay multiple is 1:5.6.

This is within what is regarded as good practice for the median salary multiple as described by Will Hutton in his 2011 Fair Pay Review in the Public Sector which identified multiples at or around 8.00. The council has not set a target for a maximum multiple. The lowest pay multiple has decreased from 1:10:6 in 2016/2017 and 1:9.99 in 2017/18.

## **Job Grading**

Single Status was introduced in 2009 for staff on the main pay scales. Single Status introduced common job evaluation schemes and pay scales for the council's former manual workers, administrative, professional, technical and clerical employees with the exception of education psychologists, nursery nurses, youth and community workers, chief officers and the chief executive.

Staff who transferred to the council from Brent Housing Partnership in 2017 have not yet moved over to Single Status.

Senior managers including chief officers have locally determined rates of pay which are linked to national negotiations for the determination of pay awards. A revised pay and grading structure for senior managers was introduced on 1 April 2013. The aim of the review was to reduce costs whilst ensuring the council's pay arrangements remained competitive.

Also in 2013, the council rationalised the terms and conditions for senior managers. Those senior management posts which fall within the Joint National Committee (JNC) Chief Officer definition are employed on JNC terms and conditions and all other senior managers are employed on National Joint Committee (NJC) for Local Government Services terms and conditions with some local variations. The senior management posts which fall within the JNC definition are predominately the strategic directors and other directors with statutory responsibilities e.g. Section 151 officer. This means that the majority of senior managers have terms and conditions which are largely consistent with those for other staff. A number of changes were also made to the JNC for Chief Officer terms and conditions to align them more with the terms and conditions for all other staff.

## **Local Conventions for the GLPC Job Evaluation Scheme**

Virtually all local authorities and organisations that use the GLPC Scheme have local conventions in place. A convention is the term given to the local interpretation of the wording of a job evaluation scheme, which are usually written down. Without local conventions, evaluators may interpret the scheme's factor level definitions differently.

This exposes the authority to the potential risk of inconsistency and can lead to inaccurate gradings.

The council in March 2013 introduced local conventions to ensure that the scheme is applied consistently and fairly to all employees. These have been reviewed and amended in accordance with refreshed guidance notes on the job evaluation scheme issued by the GLPC in 2016.

## **Public Health Transfer**

Following major changes to the public health system, responsibility for public health transferred to local authorities on 1 April 2013. Fifteen staff transferred into the council under NHS terms and conditions including pay, seven of which are still employed by Brent. A Director of Public Health was recruited on Brent terms and conditions.

## **Pay on Appointment**

All employees are normally appointed on the lowest pay spinal column point for their job evaluated grade. Employees may be appointed at a higher point, where they are currently earning more than the lowest pay spine for the role and/or where it is considered that they already possess the skills and experience needed to justify a higher salary within the grade. Appointment at a higher point on the salary scale has to be authorised by the service Operational Director and the Head of HR or operational director responsible for HR.

The council delegates authority to the Senior Staff Appointments Sub-Committee to make appointments to the council of all officers at Operational Director level and above, with the exception of the Chief Executive, in which case a recommendation to appoint is made to Full Council for its final decision to confirm the appointment or not. The starting salary for new appointments to these posts is agreed by the body making the appointment. The starting salary for any other post where the overall remuneration package on new appointment (excluding pension contributions in accordance with the Local Government Pension Scheme regulations) is to exceed £100,000 will normally be agreed by full council or a committee of the council unless the Chief Executive agrees otherwise.

## **Annual Pay Progression**

Brent's pay policy is primarily based on evaluated pay grades, each having a salary range comprising a number of incremental points. Other pay grades are nationally prescribed and also have incremental progression arrangements. Most employees incrementally progress through the pay grade for their job. Progression will normally be one increment (pay spine column point) on the 1st of April each year until the top of the grade is reached for those on the main pay scales. Separate arrangements

apply during the first year of service where the start date is between 1 October and 31 March and on the anniversary of joining for those on senior manager pay scales.

Pay progression takes place on an annual basis and can be withheld if there is a disciplinary sanction or where performance is currently being addressed.

### **Performance Related Pay and Bonuses**

Council employees including the Chief Executive and directors do not receive performance related payments or bonuses.

### **National / Regional Pay Agreements**

The council operates the national (JNC/NJC) and regional (GLPC) collective bargaining arrangements for pay and conditions of service for all employees, including senior managers. Pay is increased in line with national and regional pay agreements.

Details of the JNC 2018/19 pay award agreement are:

From 1 April 2018:

- ☐ Salary increases of 2% applied to all spinal column points.

From 1 April 2019:

- ☐ Salary increases ranging from 2% to 2.8%. Most grades received a 2% increase with higher percentage increases applying only to the lowest paid staff.

The individual basic salaries and salary scales of all officers within scope of the JNC for Chief Officers of Local Authorities increased by 2% with effect from 1 April 2018 and increased by a further 2% with effect from 1 April 2019.

## **Market Supplements**

The council re-introduced a market supplement policy in 2018 and the General Purposes Committee has agreed recruitment and retention allowances for some social work staff. Individual service areas do not have discretion to apply market supplements or other recruitment and retention payments and there is a governance structure in place to agree any new supplements based on a sound business case.

## **Fees for Election Duties**

Election fees paid to employees (including chief officers) who assist in elections are in line with the rates agreed by the Government whenever general, regional or European elections occur. Where local elections occur fees will be determined using the cross-London agreed rates.

## **Pensions**

All non-teaching employees are able to join the Local Government Pension Scheme (LGPS). Teachers are able to join the Teachers' Pension Scheme. Benefits for both schemes are paid in accordance with government regulations. National Health Service employees who transferred to the council under TUPE have access to the NHS Pension Scheme under special provisions agreed as part of the transfer into local government. Employees joining Public Health after the transfer are employed on Council terms and conditions and do have access to the LGPS.

## **Payments on Termination of Employment**

In the event that the council terminates the employment of an employee on the grounds of redundancy the terms of the council's redundancy and early retirement arrangements will apply. Termination payments will be subject to any caps and/or repayment requirements introduced by government legislation. It is anticipated that regulations on capping payments and repayment of severance will be introduced although the timescale is unclear. Where practicable, and unless the Chief Executive agrees otherwise, termination payments which exceed £100k will normally be agreed by full council or a committee of the council.

## **Re-employment of Employees**

Section 7 of the Local Government and Housing Act 1989 requires that every appointment to paid office or employment in a local authority shall be made on merit.

The re-engagement of employees including chief officers who are made redundant is subject to the council's re-engagement arrangements (contained within the council's

Managing Change Policy). The policy sets out the minimum period a former employee must wait before being eligible to work for the council again, as well as outlining other restrictions.

Employees who are made redundant may not be re-engaged within twelve months of their termination of employment for reasons of redundancy. After twelve months the employee may be re-engaged via the normal recruitment procedures either to carry out similar work or a different job. Re-engagement is subject to the approval of the relevant Operational Director and Director of Legal, HR and Audit & Investigations.

## **Tax avoidance**

All permanent Brent staff including senior managers are paid through payroll which means that all taxes are deducted at source. A review of temporary staff is regularly conducted and it is Brent's policy to cover vacancies through the use of approved agency workers or by appointing staff on fixed term contracts. Temporary workers providing services through their own companies will be carrying out projects and generally not covering permanent roles other than in exceptional circumstances e.g. where interim cover is essential whilst a permanent appointment is recruited. Where these situations do occur they will be limited in duration, usually to less than 6 months.

The council's approach to dealing with Her Majesty's Revenue and Customs' (HMRC) changes to regulations for provision of personal services from April 2017 is to use the HMRC online assessment tool to determine the employment status of individuals for income tax purposes. Most agency workers, consultants and interims are required to pay tax on a PAYE basis, like council employees.

## **Publication and access to information**

Brent's annual Pay Policy Statement will be published on the website where it can be easily accessed. Information about chief officers' remuneration is published on the council's website [www.brent.gov.uk](http://www.brent.gov.uk) in the section Senior Managers' pay.

## **COUNCIL TAX SETTING COMMITTEE**

### **Membership**


The committee comprises of the five councillors (four labour and one conservative).

### **Terms of Reference**

This committee is established under section 67 of the Local Government Finance Act 1992:

1. To note the annual budget 2020-21 for Brent agreed by Full Council.
2. To note the formal resolution by Full Council for Brent council tax in 2020-21.
3. To note the Greater London Authority precept level for 2020-21.
4. As a consequence, to set an amount of council tax for the financial year 2020-21 in accordance with Section 30 Local Government Finance Act 1992.
5. To agree the formal resolution for council taxes in 2020-21.

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	<b>Cabinet</b> 10 February 2020
	<b>Report from the Director of Finance</b>
<b>Draft Capital Programme Budget 2020/21 – 2024/25</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b>	Open
<b>No. of Appendices:</b>	Six Appendix 1: Detailed Capital Programme Appendix 2: Pipeline Schemes Appendix 3: Capital Strategy 2020/21 Appendix 4: Investment Strategy 2020/21 Appendix 5: Treasury Management Strategy 2020/21 Appendix 6: Minimum Revenue Provision (MRP) Statement 2020/21
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> (Name, Title, Contact Details)	Flora Osiyemi Head of Finance (Capital, Treasury & Commercial) Email: <a href="mailto:flora.osiyemi@brent.gov.uk">flora.osiyemi@brent.gov.uk</a> Tel: 020 8937 2998  Daniel Omisore Deputy Director of Finance Email: <a href="mailto:daniel.omisore@brent.gov.uk">daniel.omisore@brent.gov.uk</a> Tel: 020 8937 3057

## **1.0 Purpose of the Report**

- 1.1 The purpose of this report is to set out the Council's Capital Programme budget including new capital bids proposed for the medium term financial planning period 2020/21 to 2024/25.

## **2.0 Recommendation(s)**

### **That Cabinet:**

- 2.1 Note the five year Capital Programme position (Table 1);
- 2.2 Agree to recommend to full Council the Capital Programme 2020/21 – 2024/25 as set out in Appendix 1 and that the Chief Officers be authorised to take all the necessary actions for implementation of the programmes;
- 2.3 Agree to recommend to full Council the changes to the existing Capital Programme in relation to additions of new projects as set out in Appendix 1;
- 2.4 Agree that the Director of Finance be authorised to make the necessary adjustments to the Capital Programme to account for the final 2019/20 outturn position and any associated programme slippage; and
- 2.5 Agree to recommend to full Council the Capital Strategy, Investment Strategy, Treasury Management Strategy and Minimum Revenue Provision Policy in Appendices 3 – 6.

## **3.0 Background and overview**

- 3.1 The Capital Programme is a key part of the overall budget setting process. It is focused on supporting the delivery of the Council's statutory responsibility in relation to ensuring there are sufficient school places available for children and young people whilst, investing in new affordable housing and in our existing housing stock, town centres, public realm and community facilities across Brent.
- 3.2 A key element of the Council's successful financial strategy has been to expand the capital investment programme and enable it to deliver substantial revenue savings over the medium term financial planning (MTFP) period. For example, the £12.5m investment in the Digital Strategy implementation is expected to generate savings of £4.2m over the five-year period.
- 3.3 The Capital and Investment Strategies (Appendix 3 & 4) provide further details on the overall capital strategy, which sets out how capital investment supports the delivery of the Council's objectives. It sets out the main objectives for the Council over the Medium Term Financial Plan (MTFP) period 2020/21 – 2024/25.

- 3.4 Until recently the Council has utilised internal cash resources to fund the elements of the Capital Programme in lieu of borrowing, this has kept the interest costs low as it delays the requirement to undertake new external borrowing. Looking ahead borrowing will be undertaken for specific schemes and prioritised where it can have a net positive impact on the revenue budget and there is a clear repayment plan for the capital.
- 3.5 The Capital Programme schemes which are funded using a combination of external grants and borrowing will only be undertaken once the external funding is secure; amounts of council borrowing shown are indicative. Table 1 shows the Council will require c£471m of borrowing over the 5 year period to fund the Capital Programme of which the interest costs will be charged to the revenue capital financing budget.
- 3.6 Looking further ahead there are plans to utilise S106/Community Infrastructure Levy (CIL) to undertake major infrastructure projects meeting the conditions or terms for funding (e.g. £15.2m allocated from Strategic CIL to pay for the build of the education centre and workspace on the Morland Gardens project).
- 3.7 The Council has embarked on an extensive Capital Programme to invest c£779m over 5 years, 2020/21 to 2024/25. The sum includes significant spend across the General Fund and Housing Revenue Account (HRA) to support the strategic vision of the Council across the borough. Since the capital budget was agreed by Council in February 2019 the pipeline projects approved and promoted during the year have been included in the 2020/21 to 2024/25 Capital Programme. The balance of provisional schemes held in the pipeline is currently £545m for 32 projects. The pipeline provision has not been included in the Capital Programme set out in Table 1 and Appendix 1 but are shown as a separate summary in Appendix 2.
- 3.8 A summary of Capital Programme and financing arranged according to portfolio (excluding pipeline provision) for 2020/21 to 2024/25 is set out in Table 1. The detailed Capital Programme is set out in Appendix 1.
- 3.9 The 2019/20 revised budget reported to cabinet in January 2020 was £246.7m. The revised budget is subject to change as new schemes are approved prior to Council in February 2020. The budget changes since the Quarter 3 monitoring reported to cabinet is c£14.4m and is comprised of the following:
- £3.45m total budget on Picture Palace approved by cabinet in October 2019. £2m was allocated in 2019/20 and £1.45m in 2020/21.
  - £7.3m re-profiled RTB Affordable Housing spend from future years to meet 2019/20 target spend.
  - £1.86m re-profiled budget on South Kilburn due to increased purchasing activity.
  - £1.1m additional budget due to TfL bus improvements projects to be funded from S106.

Table 1 – Summary Capital Programme

Portfolio	BOARD (PROGRAMME)	2019/20 (Revised Budget)	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	TOTAL 2020/21 to 2024/25 £M
		£M	£M	£M	£M	£M	£M	£M
Resources: Cllr Margaret McLennan	Corporate Landlord	10.553	22.100	53.000	8.500	1.500	–	85.100
Regeneration: Highways, Planning: Cllr Tatler	South Kilburn	10.628	23.972	23.805	15.014	5.931	5.452	74.174
	Regeneration	4.049	18.726	19.150	23.450	–	–	61.326
St Raphael's : Cllr Tatler	St Raphael's	0.988	0.300	–	–	–	–	0.300
Regeneration: Highways, Planning: Cllr Tatler	Public Realm	18.509	23.477	5.729	5.651	5.645	–	40.502
Public Health: Culture & Leisure: Cllr Krupesh Hirani	Public Realm	1.048	0.105	–	–	–	–	0.105
Environment: Cllr Krupa Sheth	Public Realm	1.615	0.360	–	–	–	–	0.360
Schools: Employment & Skills: Cllr Amer Agha	Schools	10.790	11.474	16.376	16.937	–	–	44.787
Housing & Welfare Reform: Cllr Eleanor Southwood	Housing GF	23.190	70.696	63.044	55.170	28.600	–	217.510
	HRA	110.032	92.080	74.133	8.057	0.895	–	175.165
	i4B – Phase 1 & 2	69.749	27.403	23.500	23.500	–	–	74.403
	Capitalisation	–	1.776	1.776	1.776	–	–	5.328
	<b>Total</b>	<b>261.151</b>	<b>292.470</b>	<b>280.514</b>	<b>158.054</b>	<b>42.570</b>	<b>5.452</b>	<b>779.060</b>

- 3.10 The Capital Programme is comprised of projects approved by annually by Cabinet as well as new approvals in year. New capital schemes and projects will usually be added to the Capital Programme as part of the annual budget setting process, however, the governance arrangements allow for new schemes and projects to be added in year, subject to appropriate approval.
- 3.11 The Capital Programme detailed in Table 1 above currently excludes slippage from the 2019/20 Capital Programme. Estimated slippage and re-profiled projects are detailed in the quarter 3 capital monitoring report to Cabinet in January 2020. The potential slippage from 2019/20 will be reviewed at the end of the financial year and reported to Cabinet in July 2020.
- 3.12 There are a number of key projects supported in the 2020/21 – 2024/25 Capital Programme, including:

#### **4.0 Corporate Landlord**

##### Oracle Cloud **[New]**

- 4.1 £5.5m proposed expenditure for the migration to Oracle Cloud by the end of 2021 involving implementation of a new Enterprise Resource Planning (ERP) over an 18 month period. The Council's current version of the Oracle ERP system will cease to be supported and will need to be upgraded by December 2021 in order to be fully supported. Migrating to Oracle Cloud will provide the Council with a modern, flexible and agile system, enabling the Council to future proof adoption of related technologies such as robotics, improved and automated processing, and enforce the adoption of efficient ways of working by users.

##### Digital Strategy

- 4.2 In October 2019 Cabinet approved the Digital Strategy 2019-23, including the funding estimated at £12.5m from 2020/21 to 2022/23 required to deliver the programme. This investment will be used to support and develop the programme with governance and coordination, further embed a digital strategy and to maximise benefits from initial pilots such as Robotic Process Automation and Artificial Intelligence. The investment of £12.5m will bring an estimated £4.2m of revenue savings or income over the period, including savings from online forms, process automation, increased debt recovery and new commercial opportunities.

##### Property Management

##### United Colleges Group (UCG) **[New]**

- 4.3 In July 2019 Cabinet approved a bridging loan facility of up to £50m for the United Colleges Group to develop a new campus in Wembley Park with modern facilities and enhance the post 16 educational development. This is an increase of £38.5m on the Capital Programme budget of £11.5m approved in February 2019.
- 4.4 United Colleges intend to swap the former College of North West London (CNWL) site at Wembley with Quintain for the site currently occupied by

Network Homes. This latter site would in turn be redeveloped to provide the long-term, and substantially enhanced educational facilities for United Colleges, and the former CNWL site for housing, in line with the existing masterplan for Wembley Park. The current Willesden site would be developed to provide new housing, including affordable housing. This would happen in stages, so that there would be continuity of educational provision during the development. United Colleges would use the proceeds from the sale of their Willesden site to fund the development of what is currently the Network Homes site. Since this will, be before the whole of Willesden is sold, United Colleges need the bridging finance set out in this report.

#### Civic Centre **[New]**

- 4.5 A number of upgrades have been identified that are needed to keep the Civic Centre in good condition, including improvement works to the ground floor toilets, LED screen enhancements and upgrades to the reception kiosk. The costs of the works is estimated at in £0.350m in 2020/21. In addition, from 2020/21 onwards, an annual budget of £0.5m has been allowed for Civic Centre capital works.

## **5.0 Regeneration**

### South Kilburn Estate Regeneration

- 5.1 The development in South Kilburn is a continuing multi-award winning programme that has been ongoing since 2004 and it aims to transform the area into a sustainable and mixed neighbourhood and deliver 2,400 new high quality homes of which around 1,400 will be made available to existing South Kilburn existing secure tenants, new larger high quality urban park, improved public realm, new primary school and health facilities, and improved environmental standards and a site-wide energy solution.
- 5.2 Over 1,000 homes have been delivered to date with approximately 60% of those being affordable rent for existing secure tenants of South Kilburn. With over 500 homes currently on site and a further c450 homes going to planning this year; the regeneration is on track for delivery following the successful result of the ballot and high community support.
- 5.3 The planned expenditure from 2020/21 over 5 years is £74.2m which includes £10m for highways infrastructure works to unlock the delivery of homes. The programme is self-financing and is expected to be fully funded by a combination of capital receipts and grants.

### Wembley Housing Zones

- 5.4 £110m has been approved under the Strategic Projects Pipeline for delivery of this development over the planning period, for a mixed-use scheme on land to the east of Cecil Avenue in Wembley, incorporating 250 new homes with 26% or 64 larger family 3 and 4 bedroom homes, 3,600sqm commercial and community floor space, and a publicly accessible landscaped courtyard. The

masterplan vision is to revitalise the eastern stretch of Wembley High Road between Park Lane and Wembley Triangle. The housing-led mixed use developments will deliver a minimum 35% affordable housing by unit, with the remaining homes for private sale to help cross subsidise the affordable housing.

- 5.5 Successful regeneration of this gateway location within the Wembley Opportunity Area will help link the established Wembley Central town centre with the new Wembley Park regeneration around the Stadium.

#### Olympic Way Pedestrian Improvements

- 5.6 In July 2017, Cabinet approved for funds of up to £17.8m (spend to date is £6m on Olympic Way Zone B and Fulton Road works) from Strategic CIL. The funding is to be used to improve the public realm along Olympic Way to create a positive experience for residents and visitors and to create an environment, which will encourage people to remain in the area before and after events.
- 5.7 The desired outcomes for the project are to: significantly enhance Olympic Way and reflect its importance as an arrival point for visitors, residents, students and businesses; create an attractive route that enables the area to benefit economically from visitor activity; improve public safety of the area; create new opportunities to generate income from the assets on Olympic Way.

#### Harlesden Regeneration – Town Centre **[New]**

- 5.8 £3.8m (as well as £2.1m in 2019/20) of Council capital funding set aside over the planning period 2020/21 to 2023/24 for the Harlesden Regeneration programme.
- 5.9 In November 2019, Cabinet approved investment of £6.9 million to support a place-based approach to economic development in Harlesden Town Centre. This includes £4.9m to acquire and fit-out Picture Palace and £1m to take Design works to planning, which will deliver much needed cultural, community and workspace to support the vibrancy of the high street and quality of life of local communities. A further £1m was approved that is a combination of revenue and potential Neighbourhood CIL funding.

#### Stonebridge Regeneration – Morland Gardens **[New]**

- 5.10 This is a proposal for a £43m scheme to deliver 65 new council homes, a new adult education centre, affordable workspace and a public facing café. Capital for the housing is a mix of £6.5m GLA grant for affordable housing with £19.7m HRA borrowing, and £15.2m Strategic Community Infrastructure Levy (SCIL) to pay for the build of the education centre and workspace. Up to £1.5m of Capital Transformation Funding is to be used for decant of the adult education service for a 2 year period.

#### Liveable Neighbourhood Park Royal **[New]**

- 5.11 Transport for London (TfL) have an annual discretionary fund for Boroughs to bid for up to £10m to deliver transformational schemes to improve neighbourhoods for walking, cycling and public transport whilst reducing the dominance of the private car. The Council has partnered with Ealing Council

and Old Oak Park Royal Development Corporation (OPDC) to improve the Park Royal industrial area. The Council has agreed to commit up to £1.1m as Brent's contribution towards cost of implementing the proposed works if the submission is successful. Delivery would be over 3 to 5 years. Brent's contribution was approved by Cabinet in December 2019. The Council's contribution will be funded by Strategic CIL.

## **6.0 Public Realm**

- 6.1 Continued investment in public realm to ensure the infrastructure is fit-for-purpose and achieves our vision of making use of the opportunities presented by developments within the borough.
- 6.2 £27.5m planned expenditure in highways maintenance and footways over 4 years. This includes expenditure on resurfacing, preventative maintenance, injection patching, highways structures, public realm works, surveys, road markings, carriageways and footways. The Highways Capital Scheme Programme 2019/20 approved by Cabinet includes a £20m investment for the borough's footways (2019/20: £6.5m, 2020/21: £13.5m). This investment is in addition to the £3.5m annual highways capital maintenance budget used to maintain carriageways and structures. The costs of these works are funded by the Council.
- 6.3 Wembley Transport Improvements £2.5m planned expenditure in 2020/21 to be funded by Strategic CIL.
- 6.4 In November 2019, Cabinet approved the proposed 2020/21 programme of LIP Corridors, Neighbourhoods and Supporting Measures schemes and its delivery subject to TfL funding allocation approval in December 2019. The Council receives a fixed block of capital funding annually from TfL. A provisional sum of £8.7m (£2.2m approved in 2020/21 and £2.1m per annum over the subsequent 3 years to 2023/24). The programme will be amended accordingly in line with the outcomes from the prioritisation matrix should the final funding allocation change.

## **7.0 Schools**

### **Schools Expansion Programme [New]**

- 7.1 The Brent School Place Planning Strategy 2019 - 2023, that was refreshed and approved by Cabinet in November 2019, identifies a need for an additional 10 secondary forms of entry (FE) by 2023/24 to meet forecast demand and ensure there is sufficient capacity to manage in-year admissions and unanticipated demand. It also identifies need for special school provision.

The 2020/21 budget therefore includes £35.1m investment in the secondary school estate over the planning period 2020/21 to 2024/25 to provide 4FE out of the total 10FE places required. This expansion of secondary capacity is expected to be funded by the Basic Need Education Grant from Central

Government. The proposed delivery date for the first phase of the expansions projects that would provide this additional capacity is 2022/23 academic year.

The North Brent Free School on the Chancel House site is expected to provide the remaining 6FE required by 2023/24.

#### Schools Capital Improvement

- 7.2 Total sum of £9.4m allocated over the planning period (2020/21: £4.2m; 2021/22: £2.3m and 2022/23: £2.9m).
- 7.3 The Council is responsible for 39 nursery schools, community and foundation primary schools, special schools and pupil referral units spread across 42 sites: Nursery (4), Primary (32), Special (1) and PRU (2).
- 7.4 The Council has a statutory duty to undertake major projects at these schools to ensure the buildings are weather tight and provide a safe environment for education.
- 7.5 Funding is provided to carry out these works by the Education and Skills Funding Agency (ESFA) via the School Condition Funding (SCF). This funding is provided each year based on an assessment by the ESFA of high level building condition need and is provided to meet Brent's local condition priorities across its schools. The Council places SCF monies in a specific capital budget, the School Asset Management Programme (AMP) budget, to meet its statutory requirement.

### **8.0 Housing Programme**

- 8.1 The development and management of new affordable council homes remains a key priority of the council's Housing Strategy and of the HRA Asset Management Strategy. Alongside this housing building programme, there is continuing investment in housing repairs, maintenance and improvements.
- 8.2 Brent has been awarded c£71m by GLA under the New Building Council Homes for Londoners Programme, of which £65.6m is to deliver 817 new council homes during the next 3 years (2019/20 – 2021/2022) and £5.7m to support development of supported living units at Knowles House (NAIL).

#### General Fund Housing

- 8.3 Continued investment of £198m in mixed development sites over the 4 years to deliver 610 homes for General Fund. Phases 2&3 will deliver 73 properties in the Stonebridge development and Phases 3&4 will deliver 136 (there is plan to increase the number of homes to 170) properties in London Road start on site in 2020/21. Where GLA grant is utilised the properties will transfer to HRA upon completion of the scheme.
- 8.4 An investment of £19.3m is planned in NAIL (Adult Supported Living) over 4 years to deliver 74 homes.

#### i4B Holdings

- 8.5 i4B is acquiring units across the borough and purchasing street properties as affordable rented homes to alleviate the housing pressures, reduce the financial pressure and number of families in temporary accommodation with the Council acting as lender for the balance of the funds.
- 8.6 In October 2019, Cabinet approved a mix of equity investment and loan up to £110.5m to supplement the existing i4B street purchases programme. The 2020/21 Capital Programme includes c£75m planned expenditure over 3 years (2020/21 to 2023/24). The programme includes:
- 60 Street Properties currently in the pipeline to be purchased with more to be identified.
  - Acquisition of 153 Keyworker Units.

#### **9.0 New Council Homes Programme (HRA)**

- 9.1 In 2019/20 the planned expenditure is £17.8m on new council homes and acquisition. Continued investment of £83m in new council homes programme is planned including sites feasibility over the next 4 years to deliver 310 homes. The new build budget for 2020/21 is c£28m towards the delivery of 260 homes.

#### RTB Affordable Housing

- 9.2 The Council retains capital receipts from Right-to-Buy (RTB) sales after deducting debt repayment and other costs. The Council has 3 years to spend the receipts on affordable programmes, capped at 30% of the construction cost. The Right-to-Buy receipts cannot be combined with other funds provided by the GLA.
- 9.3 Council is required to spend RTB receipts received in year 2016/2017 to 2018/19. All RTB receipts from 2019/20 are now being passed to the GLA to hold for Brent and will be ring fenced for new affordable homes.
- 9.4 The Council is required to spend £26m to meet RTB targets. £6m will be utilised towards new build programme to increase the provision of new council homes. £20m has been set aside in 2020/21 for affordable housing provision in the borough which could include acquisition of street properties.

#### In Borough Acquisition Strategy

- 9.5 £100m has been set aside for In Borough Acquisitions including £37m planned expenditure over 4 years of the planning period to deliver the increase to the Council's housing assets.
- 9.6 As part of the acquisition strategy the Council recently purchased the leasehold interest in two housing blocks known as Gloucester & Durham from Telford Homes and Network Housing Group.

#### Major Repairs & Maintenance of council stock

- 9.7 A key aim for the Council has been the government target of bringing 100% of social homes up to the decent home standard. The Council has invested in its HRA properties to ensure that it meets, and continue to achieve the decent homes standard.
- 9.8 The Council continues to invest in repairs, maintenance and improvement works in order to maximise the life of the assets. The HRA Capital Programme set out in Appendix 1 shows planned expenditure in 2019/20 is £18.5m and total of £34m over the next two years which includes £5.2m for fire safety works.
- 9.9 The safety of our residents is our main priority and we take a robust approach to our statutory duties under health and safety. Following the Grenfell fire incident, we have reviewed our approach to fire safety, specifically in high-rise blocks, and have built on this to provide and deliver reassurance to our residents.
- 9.10 Our new build programme is growing, with the borough plan committing to 5000 new affordable homes in Brent, and we are ensuring that components in builds can be economically maintained once properties are being lived in.

## **10.0 Capitalisation [New]**

- 10.1 The Capital Programme includes £5.4m over 3 years of capitalised attributable support staff costs chargeable to schemes. Under capital accounting guidance issued by CIPFA, the Council is permitted to charge as part of the cost of capital schemes any employee costs that are directly attributable to the creation or enhancement of an asset, where it can be properly demonstrated that related staff costs satisfy the conditions of directly attributable costs.

## **11.0 Statutory Capital & Treasury Reports**

- 11.1 In recognition of the importance of capital investment in asset and treasury management to Council activities, CIPFA and central government have compiled codes of practice and regulations for Councils to follow. These ensure that Councils have effective processes and practices in place to control, manage and govern capital investment decisions, that include borrowing and treasury management practices.
- 11.2 The requirement on local authorities in relation to this statutory guidance is that they should “have regard” to such guidance and each year must produce a number of documents/strategies for approval by council or a nominated body.
- 11.3 The various statutory reports are as follows:
- Capital Strategy (high-level report covering the basics of capital programme, treasury management and investments for service commercial reasons) – Appendix 3.

- Investment Strategy (disclose the contribution that investments make “towards the service delivery objectives and / or place making role of the local authority – Appendix 4.
- Treasury Management Strategy (the Chartered Institute of Public Finance and Accountancy’s Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code) requires the Council to approve a treasury management strategy before the start of each financial year. The strategy outlines a framework within which the Council manages its cash flows, borrowing and investments, and the associated risks – Appendix 5.
- Minimum Revenue Provision (the process for calculating the annual charge to the revenue account of provision to repay debt incurred in respect of capital expenditure financed by borrowing or other long term credit arrangements (such as PFI) – Appendix 6.

11.4 The statutory capital and treasury reports have been included here for noting in Appendices 3 – 6.

## **12.0 Financial Implications**

12.1 The high-level financial implications are contained throughout this report and the detailed financial implications are reported within the individual project business cases.

## **13.0 Legal Implications**

13.1 As noted above in paragraph 11.2, in setting and preparing the capital budgets the Council is required to “have regard” to various primary legislation, regulation and professional standards produced periodically by MHCLG and CIPFA.

### Codes of Practice and Regulations

#### *The Prudential Code for Capital Finance in Local Authorities*

13.2 A professional code of practice to help Councils govern capital investment decisions by providing a framework to support Councils and help them show effective control levels of decisions relating to capital investment activity, including borrowing. This includes Indicators to demonstrate affordability and sustainability. The Code requires all local authorities to draw up rolling three-year plans for capital expenditure.

#### *Local Government Act 2003*

13.3 Under part 1 chapter 1 of the Local Government Act 2003 (“LGA”), a local authority may borrow for any purpose relevant to its functions or for “the prudent management of its financial affairs”. The LGA is supported by The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 (SI

2003/3146), as amended. The legislation provides a framework that encourages investment in the capital assets that local government needs to improve services and relies on accounting concepts, plus professional and self-regulation. It allows local authorities to raise finance for capital expenditure, without government consent, where they can afford to service the debt without extra government support.

- 13.4 Each authority must set a total borrowing limit for itself in accordance with the principles of the Prudential Code. The borrowing should be related to the revenue streams available to the local authority, with which it can repay the debt.
- 13.5 The total amount that a local authority may borrow is governed by the requirements of CIPFA's Prudential Code for Capital Finance in Local Authorities; and by the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 (SI 2003/3146), as amended.
- 13.6 Legal advice will be provided as needed on projects within the Council's Capital Programme as they progress.

#### **14.0 Equality Implications**

- 14.1 None directly arising from this report

#### **15.0 Human Resources / Property Implications**

- 15.1 None directly arising from this report

**Report sign off:**

***Minesh Patel***

Director of Finance

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Detailed Capital Programme 2020/21 – 2024/25

Portfolio Holder	Portfolio	Capital Board	2019/20 (Revised Budget)	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	Total 2020/21 to 2024/25
			£M	£M	£M	£M	£M	£M	£M
Resources: Cllr Margaret McLennan	Civic Centre <b>NEW</b>	Corporate Landlord	0.792	0.850	0.500	0.500	0.500	–	2.350
	Digital Strategy <b>NEW</b>	Corporate Landlord	2.851	4.500	4.000	3.000	1.000	–	12.500
	Energy	Corporate Landlord	0.784	–	–	–	–	–	–
	ICT <b>NEW</b>	Corporate Landlord	0.744	2.500	3.000	–	–	–	5.500
	Libraries	Corporate Landlord	0.050	0.050	–	–	–	–	0.050
	Property Management	Corporate Landlord	0.333	7.700	7.000	5.000	–	–	19.700
	Property Management – United Colleges Group <b>NEW</b>	Corporate Landlord	5.000	6.500	38.500	–	–	–	45.000
Regeneration: Highways. Planning: Cllr Tatler	South Kilburn Estate Regeneration	South Kilburn	10.628	23.972	23.806	15.014	5.931	5.452	74.174
	Bridge Park Regeneration	Regeneration	0.400	1.012	–	–	–	–	1.012
	New Homes Bonus	Regeneration	0.017	–	–	–	–	–	–
	Olympic Way Pedestrian Improvements	Regeneration	1.086	3.400	8.700	–	–	–	12.100
	Housing Zones	Regeneration	0.446	0.115	–	–	–	–	0.115
	Harlesden Regeneration <b>NEW</b>	Regeneration	2.100	4.000	–	–	–	–	4.000
	Morland Gardens <b>NEW</b>	Regeneration	–	10.000	10.000	23.000	–	–	43.000
St Raphael's: Cllr Tatler	Liveable Neighbourhoods <b>NEW</b>	Regeneration	–	0.200	0.450	0.450	–	–	1.100
	St. Raphael's Estate Regeneration	St Raphael's	0.988	0.300	–	–	–	–	0.300
Regeneration: Highways. Planning: Cllr Tatler	Landscaping	Public Realm	0.564	0.471	0.084	0.006	–	–	0.561
	Regen & South Kilburn - S106	Public Realm	1.095	0.242	–	–	–	–	0.242
	Highways & Infrastructure S106	Public Realm	1.273	1.017	–	–	–	–	1.017
	Wembley Transport Improvements	Public Realm	2.474	2.500	–	–	–	–	2.500
	Highways & Infrastructure	Public Realm	10.133	17.000	3.500	3.500	3.500	–	27.500
	Transport For London [TFL]	Public Realm	2.970	2.247	2.145	2.145	2.145	–	8.682

## Appendix 1

Portfolio Holder	Portfolio	Capital Board	2019/20 (Revised Budget)	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	Total 2020/21 to 2024/25
			£M	£M	£M	£M	£M	£M	£M
Public Health: Culture & Leisure: Cllr Krupesh Hirani	Sports & Culture	Public Realm	1.049	0.105	-	-	-	-	0.105
Environment: Cllr Krupa Sheth	Parks	Public Realm	0.734	0.360	-	-	-	-	0.360
	Environmental Health	Public Realm	0.047	-	-	-	-	-	-
	Parking & Street Lighting	Public Realm	0.833	-	-	-	-	-	-
	Children & Youth Facilities	Schools	0.021	-	-	-	-	-	-
	Completed School Projects	Schools	0.465	-	-	-	-	-	-
	Expansion of School Places	Schools	1.125	0.375	-	-	-	-	0.375
	Phase 3 Permanent Primary	Schools	3.386	-	-	-	-	-	-
	Phase 4 Permanent Primary	Schools	0.007	-	-	-	-	-	-
	PSBP Phase 2 Secondary	Schools	0.686	-	-	-	-	-	-
	Secondary School Expansion <b>NEW</b>	Schools	0.170	6.850	14.040	14.040	-	-	34.930
	School Capital Improvement	Schools	4.930	4.248	2.337	2.897	-	-	9.483
Housing & Welfare Reform: Cllr Eleanor Southwood	Aids & Adaptations	Housing GF	5.845	-	-	-	-	-	-
	Travellers Site	Housing GF	0.039	-	-	-	-	-	-
	Mixed Development	Housing GF	13.927	58.472	57.233	53.900	28.600	-	198.205
	PRS I4B – Phase 1	Housing GF	29.749	3.903	-	-	-	-	3.903
	PRS I4B – Phase 2	Housing GF	40.000	23.500	23.500	23.500	-	-	70.500
	RTB Affordable Housing <b>NEW</b>	Housing HRA	7.300	20.000	0.795	-	-	-	20.795
	Enfranchisement	Housing HRA	2.235	0.402	-	-	-	-	0.402
	New Council Homes Programme (NCHP) - Phase 1	Housing HRA	3.243	0.290	-	-	-	-	0.290
	New Council Homes Programme (NCHP) - Phase 2	Housing HRA	8.874	4.326	14.666	0.737	0.079	-	19.808

## Appendix 1

Portfolio Holder	Portfolio	Capital Board	2019/20 (Revised Budget)	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	Total 2020/21 to 2024/25
			£M	£M	£M	£M	£M	£M	£M
	Major Repairs & Maintenance <b>NEW 2021/22</b>	Housing HRA	18.509	17.000	17.000	–	–	–	34.000
	New Council Homes Programme (NCHP) - Phase 3&4&5	Housing HRA	5.704	23.462	32.524	5.986	0.816	–	62.788
	St Ralph's Acquisition	Housing HRA	1.247	–	–	–	–	–	–
	In Borough Acquisition Strategy	Housing HRA	62.920	26.600	9.148	1.333	–	–	37.081
Adult Social Care: Cllr Harbi Farah	NAIL	Housing GF	3.379	12.224	5.810	1.270	–	–	19.304
All	Capitalisation <b>NEW</b>	Capitalisation	–	1.776	1.776	1.776	–	–	5.328
			261.151	292.470	280.514	158.054	42.570	5.452	779.060
Funding Sources	Grants & Other Contributions		44.411	46.207	49.200	27.782	2.145	–	125.334
	S106 & CIL		7.584	18.296	18.014	1.950	–	–	38.260
	Capital Receipts		15.756	28.753	15.175	19.514	5.931	5.452	74.825
	Reserves		31.929	19.819	–	–	–	–	19.819
	Major Repairs Allowance		17.658	17.000	16.404	–	–	–	33.404
	Revenue Contribution		0.550	4.147	4.596	4.000	4.000	–	16.743
	Prudential Borrowing		143.264	158.247	177.125	104.809	30.495	–	470.676
			261.151	292.470	280.514	158.054	42.570	5.452	779.060

Total new schemes c£180m

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## Appendix 2

Project No.	Programme	Project Name	Purpose of Paper / Description	£M
PL001	HCIB	Stonebridge	The construction of 140 units at an estimated cost of £45m (£36.5m Build Cost, £3.7m fees and £5m contribution towards education purposes) as agreed in 2013. The 40 units will be developed as a NAIL scheme and 100 units will be sold to I4B and rented on affordable basis.	43.9
PL002	Public Realm	Wembley Hill Road/ Park Lane / Wembley Park Drive Signal Junction Improvements	Provision of pedestrian phases and enhanced pedestrian crossing facilities at a 5-arm signal junction in the close vicinity of the Wembley Regeneration area. The scheme is not currently a road safety priority but there is a need to improve safety and accessibility due to increased traffic volumes and pedestrians visiting the area.	0.4
PL003	Regeneration	New east-west route Alperton Housing Zone	Contribution for the creation of a new east-west route through SSA A6 and A5 in Alperton Housing Zone, to improve the accessibility to the sites and connectivity to both Alperton and Stonebridge stations.	1.5
PL004	Regeneration	Wembley Housing Zone	<p>£110m has been approved under the Strategic Projects Pipeline for delivery of this development over the planning period, for a mixed-use scheme on land to the east of Cecil Avenue in Wembley, incorporating 250 new homes with 26% or 64 larger family 3 and 4 bedroom homes, 3,600sqm commercial and community floor space, and a publicly accessible landscaped courtyard.</p> <p>The masterplan vision is to revitalise the eastern stretch of Wembley High Road between Park Lane and Wembley Triangle. The housing-led mixed use developments will deliver a minimum 35% affordable housing by unit, with the remaining homes for private sale to help cross subsidise the affordable housing.</p> <p>Successful regeneration of this gateway location within the Wembley Opportunity Area will help link the established Wembley Central town centre with the new Wembley Park regeneration around the Stadium.</p>	110.0

## Appendix 2

Project No.	Programme	Project Name	Purpose of Paper / Description	£M
PL005	HCIB	CCTV	<p>Since BHP came in house an assessment has been commissioned by BHM to assess all BHM (BHP as was) sites to identify the status of all CCTV infrastructure and systems and identify potential costs for bringing transmission back to the civic CCTV room. This could ensure effective monitoring of all now council owned CCTV across the borough to align with the public realm capital CCTV upgrade project.</p> <p>The assessment is still being completed and a report from consultant is expected imminently. The outcome of report will determine if BHM want to request any capital funding for the upgrade of BHM CCTV. An ideal scenario would be to extend the public realm upgrade project to include the BHM upgrade to become one wider project as all will be governed by the council CCTV service going forward.</p>	1.6
PL006	South Kilburn Regeneration	ERSK Cap bid 5- CCTV and Neighbourhood WI-FI (SK)	<p>Community Protection Team are planning on majorly upgrading the way CCTV operates in South Kilburn. Currently, footage on the CCTV can only be viewed by obtaining footage from that specific camera. There is a private fibre optic cable running around South Kilburn linking street CCTV and going back to a node site in Kilburn High Road.</p> <p>Instead, the Community Protection Team want to make it possible that footage from the cameras goes straight to the Civic Centre via Wi-Fi. The Wi-Fi would be a private system, and not available to the public. The Community Protection Team have already performed an exercise with their consultant in finding out how to connect existing BHP CCTV systems so that they can be monitored and controlled at the Civic Centre.</p> <p>This idea is a good way of maximising security measures for the area, and to help make South Kilburn a safer place to live. Beyond this, there is a desire to increase the level of public available Wi-Fi. GLA reports suggests that there are over 5000 public Wi-Fi hotspots across London.</p> <p>The Mayor has spent over £1.5 million to increase this number through the Super Connected Cities Programme (SCCP). Currently, there are no free public Wi-Fi spots in South Kilburn. The regeneration aims to increase the level of free and basic Wi-Fi available to residents. Free public Wi-Fi is a good way of helping residents to remain connected when out of their homes, and to increase their overall satisfaction with the area.</p>	1.0
PL007	Corporate Landlord	Energy Schemes	The Energy team are working with RE:FIT to develop future energy efficiency and renewable energy schemes. This is focused on LED installation and solar currently.	5.0
PL008	South Kilburn Regeneration	William Dunbar/Saville (ERSK)	Proposal to bring forward a development in South Kilburn to accelerate delivery of the programme. Build on space around existing buildings, decant tenants, then demolish and build. Will require earlier buy back and a higher level of affordable than envisaged in the Masterplan (as end of programme no decants were expected to this site so more private were due to be built) due to decant requirements.	10
PL009	South Kilburn Regeneration	ERSK Cap bid 2- South Kilburn Enterprise Hub Phase 2	The delivery of a high-quality development, comprising an enterprise hub, a nursery school, community facilities, housing and soft and hard landscaping and play.	6.0

## Appendix 2

Project No.	Programme	Project Name	Purpose of Paper / Description	£M
PL010	Corporate Landlord	Commercial Property Investment Fund	Investigate the potential of the council setting up a commercial property fund for investment return. The focus would be to try and purchase properties in borough to aid with regeneration and growth efforts.	50.0
PL011	Public Realm	Kilburn Area Liveable Neighbourhood Scheme	The 'Kilburn High Road' Major Scheme bid was submitted in 2015 by the London Boroughs of Brent, Camden and Westminster. The scheme received £250,000 for development and traffic modelling, however no further funding was awarded. The scope of the previous scheme differs from that in this bid as proposals only extended to the High Road itself.	9.6
PL012	HCIB	St Raphael's estate (ERSK bid 4)	Brent's 2014-2019 Housing Strategy explains that St Raphael's is also expected to deliver new supply alongside improvement or replacement of existing stock in line with regeneration priorities. St Raphael's as a 'priority neighbourhood'. Works to the St Raphael's estate are expected to fundamentally change the area. It will transform the state of housing and local infrastructure. Regeneration here will help to improve the economic, social and environmental conditions in the Borough. This project will also ensure the appropriate flood defences are put in place to support the regeneration of St. Raphael's. Before works can begin, there will be significant high-level studies and preliminary design consultations. The project will proceed subject to a yes ballot.	100.0
PL013	South Kilburn Regeneration	ERSK Cap bid 9- Open Spaces	Delivering high quality open spaces across the South Kilburn Regeneration programme.	9.0
PL014	Public Realm	Neighbourhood Managers Vehicles	The purchase of five electric vehicles to be used by the Neighbourhood Managers and Enforcement Team, acting a visual representation and branding of the new service. The service currently uses three Smart Cars which have come to the end of their life and need to be replaced. We want to provide electric vehicles to be forward thinking and environmentally friendly.	0.2
PL015		Greater London Mutual Co-operative	Greater London Mutual is a banking proposal that appears to have features that may assist in tackling social inclusion. If the council were to support it then it would be as a part of a consortium of other investors, and work is continuing to assess this interesting proposition, so it is included at this stage as a contingent sum pending further due diligence work.	5.0
PL016	Public Realm	Kensal Rise priority bus Scheme	Bus Priority funded improvements to the Chamberlayne Corridor to include Traffic and Parking management, wider pavements, new bus shelters, cycling and walking improvements near Kensal Rise Station and on Kilburn Lane and Chamberlayne Road.	2.1
PL017	HCIB	Affordable Housing (Aids & Adaptations)	The purpose of Aids and Adaptations is for providing adaptations for disabled people who qualify.	22.5
PL018	Regeneration	Strategic Industrial Locations (SIL), Neasden	Acquire up to 8 acres of SIL adjacent to Northfields, to the south of River Brent and to the west of the Grand Union Canal. St George's are proposing a new 100,000 sq. ft. industrial unit to the south of the River Brent and with the loss of SIL across London, this is an opportunity to protect and intensify employment provided on these sites within the Alperton Housing Zone boundary, some of which provide very low-density employment (a car sales yard and self-storage are two of the existing uses). London may also see a greater shift towards industry and residential co-location, so this is a long-term investment opportunity.	25.0

## Appendix 2

Project No.	Programme	Project Name	Purpose of Paper / Description	£M
PL019	South Kilburn Regeneration	ERSK Cap bid 7- Infrastructure (streets/public realm)(Carlton Vale Boulevard)	To radically overhaul and improve the local infrastructure. This will involve changing the character of Carlton Vale which currently acts as a divider of the South Kilburn estate. Improve its townscape attributes and give greater priority to pedestrians and cyclists. Further tree planting will be undertaken to soften the street to give a boulevard type feel. Within the South Kilburn estate this will be through designing streets to limit vehicle speeds to 20mph.	20.1
PL020	Public Realm	Sports Programme	Improvement works to a range of grounds (including football, cricket and rugby) and their facilities, feasibility studies and longer-term improvement works.	2.3
PL021	Corporate Landlord	Land & Property strategic acquisitions (general)	Papers will be brought to the CIP, as and when strategic land opportunities arise and are developed within regeneration areas. The key focus areas are Alperton and Staples Corner	44.5
PL022	Public Realm	Ealing Road Shopping Area	Ealing Road shopping area suffers from a poor quality and traffic dominated public realm. Highways and Infrastructure are currently undertaking a public realm and safety improvement project to the area around Alperton Station and Alperton Community School, the gateway to the Alperton Regeneration area. The proposed investment would enable us to create a high quality public realm, improve safety and accessibility for pedestrians and cyclists. There is £150,000 of funding available from Transport for London to address collision accidents in 2019/20 and £20,000 of S106 but the area would significantly benefit from a wider improvement scheme along the whole corridor to support regeneration and growth.	1.8
PL023	Corporate Landlord	Property Management	Pipeline funds exist for one off major repairs on the commercial property stock. Currently there are no planned repairs, but a pre-planned-maintenance schedule is being created.	1.4
PL024	Regeneration	Bridge across railway Met line & Jubilee Line	Pedestrian and cycle bridge across the railway lines; to connect Wembley Growth area to the eastern part of Chalk Hill to improve access for residents from Welsh Harp area. Significant cost, reasonably high level of benefit. Will need agreement and support of Network Rail.	12.0
PL025	HCIB/St Raphael's	Bridge across the Chiltern Line into Monks Park	Provide bridge link across the Chiltern Line to connect Wembley Park to Monks Park, facilitating better PTAL and connectivity to Monks Park and St. Raphael's.	10.0
PL026	South Kilburn Regeneration	ERSK Cap bid 1- South Kilburn Schools	Provision of sufficient school places for both primary and nursery children.	5.6
PL027	Regeneration	A5 Link Crossing to new Thames link Station	Contribution to create a significant crossing at grade across the A5 to the new Thames link station	6.5
PL028	Schools	Special Education Needs Demand	To meet the demand for additional SEND places as required in the School Place Planning Strategy 2019–2023. The main areas of identified growing need are Autistic Spectrum Disorder (ASD), Moderate Learning Difficulties (MLD), Severe Learning Difficulties (SLD) and Social Emotional Mental Health (SEMH) difficulties	35.5
PL029	Schools	Family Hubs	Developing the existing 17 Children's Centres into eight integrated Family Hubs for Brent families with children aged 0-18years, and to 25 years for those with children with disabilities. The new Family Hubs will build on existing children's centre services and the local authority statutory responsibilities regarding the provision of children's centres.	0.7
PL030	Schools	Roundwood Youth Centre	Proposals for existing youth centre to become an Alternative Provision Free School.	0.1
PL031	Regeneration	Neasden Eastern Gyratory	The proposal is to address the traffic flow, bus journey times, pedestrian and cycling connectivity between Neasden station, the Town Centre and surrounding areas. The opportunities should create a pleasant and more inviting environment for pedestrians and cyclists, which will enhance connectivity to and from the town centre. Stage 1 - Option 1 costs are estimated at £1.4m.	1.4

## Appendix 2

Project No.	Programme	Project Name	Purpose of Paper / Description	£M
PL032	Schools	Additional Resource Provision	Proposal for programme to meet SEN places resource provision.	0.5
		<b>GRAND TOTAL</b>		<b>545.2</b>

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## Capital Strategy Report 2020/21

### 1.0 Introduction

- 1.1 The capital strategy is a requirement for authorities following the publication of the revised Prudential Code for Capital Finance in Local Authorities in 2017. Our Capital Strategy has been produced in accordance with the guidance.
- 1.2 The Capital Strategy provides:
- A high-level overview of how capital expenditure, capital financing and treasury management activity supports the provision of local public services;
  - an overview of how associated risk is managed; and
  - the implications for future years budget and financial sustainability.

### 2.0 Capital Expenditure and Financing

- 2.1 Capital expenditure is where the Council spends money on assets, such as property, vehicles or other assets that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, for example assets costing below £5,000 are generally not capitalised and are charged to revenue in year. Details of the Council's policy on capitalisation is set out in the annual Statement of Accounts.
- 2.2 In 2020/21, the Council is planning capital expenditure of £291M as summarised below:

**Table 1: Prudential Indicator: Estimates of Capital Expenditure in £ millions**

£M	2019/20 forecast	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget	2024/25 budget
Capital Expenditure	261.2	292.5	280.5	158.1	42.6	5.5
Financing:						
General Fund services	81.5	173.0	182.9	126.6	41.7	5.5
Council housing (HRA)	110.0	92.1	74.1	8.0	0.9	0
Capital investments	69.7	27.4	23.5	23.5	0	0
<b>TOTAL</b>	<b>261.2</b>	<b>292.5</b>	<b>280.5</b>	<b>158.1</b>	<b>42.6</b>	<b>5.5</b>

## Appendix 3

- 2.3 The Capital Programme comprises of projects approved by Cabinet from previous year budget setting, new projects approved in year and bids promoted from the pipeline provision for Cabinet approval in February 2020.

The main General Fund capital projects include (South Kilburn Estate Regeneration £74.2M, i4B Street Properties Purchase £110M, Schools Expansion programme works £35.1M, NAIL (Supported Living) £19M and Morland Gardens Regeneration £43M). The Council also plans to incur capital expenditure on investments, which are detailed later in this report in paragraph 2.9.

- 2.4 The Housing Revenue Account (HRA) is a ring-fenced account which ensures that council housing does not subsidise, or is itself subsidised, by other local services. HRA capital expenditure is therefore recorded separately, and includes the building of new homes as well as expenditure on improving and maintaining council homes over the planning period.
- 2.5 Full details of the Council's capital programme, including the project appraisals undertaken can be found within the capital programme and capital pipeline proposals 2020/21 presented to Cabinet in January 2020.
- 2.6 All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows:

**Table 2: Capital financing in £ millions**

£M	2019/20 forecast	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget	2024/25 budget
External resources	52.0	64.5	67.2	29.7	2.1	0
Own Resources	65.9	69.7	36.2	23.5	9.9	5.5
Debt	143.3	158.3	177.1	104.9	30.6	0
<b>TOTAL</b>	<b>261.2</b>	<b>292.5</b>	<b>280.5</b>	<b>158.1</b>	<b>42.6</b>	<b>5.5</b>

- 2.7 Excluding external grants and other resources most assets are funded from debt. (The position in 2019/20 to 2021/22 is somewhat unusual as the council has accumulated capital receipts and other reserves planned to be used to fund capital expenditure). As with any debt, it must be repaid over time, and for a local authority there is a statutory requirement to set aside "minimum revenue provision" (MRP) in each year's budget for debt repayment. Planned MRP to 2024/25 is as set out in the table below.

**Table 3: Replacement of debt finance in £ millions**

£M	2019/20 forecast	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget	2024/25 budget
MRP	10.2	10.2	11.8	13.6	13.1	13.1
<b>TOTAL</b>	<b>10.2</b>	<b>10.2</b>	<b>11.8</b>	<b>13.6</b>	<b>13.1</b>	<b>13.1</b>

- 2.8 The Council's full minimum revenue policy statement is presented as an Appendix to the annual Council Tax and Budget Setting Report.
- 2.9 The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. The CFR is expected to increase to £970M during 2020/21, and to over £1bn, a 50% increase on the 2019/20 figure, by 2024/25. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

**Table 4: Prudential Indicator: Estimates of Capital Financing Requirement in £ millions**

£M	2019/20 forecast	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget	2023/24 budget
<b>Opening CFR</b>	<b>688.7</b>	<b>821.8</b>	<b>969.9</b>	<b>1,135.2</b>	<b>1,226.4</b>	<b>1,243.8</b>
Capital Expenditure	261.2	292.5	280.5	158.1	42.6	5.5
External resources	(52.0)	(64.5)	(67.2)	(29.7)	(2.1)	0
Own Resources	(65.9)	(69.7)	(36.2)	(23.5)	(9.9)	(5.5)
MRP	(10.2)	(10.2)	(11.8)	(13.6)	(13.1)	(13.1)
<b>Closing CFR</b>	<b>821.8</b>	<b>969.9</b>	<b>1,135.2</b>	<b>1,226.4</b>	<b>1,243.8</b>	<b>1,230.7</b>

### 3.0 Capital Programme Governance and Prioritisation

- 3.1 The capital programme is updated annually for new schemes, revised profiling, slippage and changes in expenditure projections. The capital programme and capital pipeline proposals 2020/21 – report (included elsewhere on this agenda) sets out the indicative capital programme that will be presented to Council in February 2020 as part of the annual budget setting cycle.

### Pipeline Schemes

- 3.2 During the year the individual capital sub-boards (led by Operational Directors) developed a comprehensive list of opportunities and proposals for future aspirational capital investment to meet the council's strategic objectives. These outline bids are then collated by the PMO (Programme Management Office). For 2020/21 this process has culminated in the assimilation of c50 individual outline capital proposals with a total value of c£545m and a spend profile spanning 2 to 5 years. At this stage these strategic pipeline schemes are only indicative and do not yet form part of the main programme as there is a requirement that individually they will still go through the normal approval routes (i.e. CMT/Cabinet/Council). Furthermore, officers will be required to produce detailed business cases, undertake feasibility and consult appropriately before getting to this stage.

### Capital Investment Panel (CIP)

- 3.3 The main forum for reviewing the financial viability of the new capital bids is the **Capital Investment Panel (CIP)**. The panel reviews all new capital investment opportunities, oversees and maintains the list of pipeline schemes and ensures outcomes are aligned with Council's aspirations and reflective of the circumstances within Brent. The panel also ensures that projects have a viable business case and that value for money (VfM) will be delivered for the Council.

### Prioritisation criteria

- 3.4 The general criteria for scoring proposals are summarised below:
- **Statutory obligations** – higher scores are applied to schemes with a greater statutory need and the need is of significance.
  - **Financial return** – higher scores are applied to schemes that generate ongoing revenue savings or capital receipts.
  - **Local demand** – higher scores are applied where the proposal will enhance residents demand and satisfaction.
  - **Complexity** – proposals that are likely to be deliverable without slippage, complicated negotiations, lots of officer time are more likely to be approved.
  - **Economic growth** – higher score are applied where proposal would contribute towards economic growth (such as enhancement to residents' employment prospects, attract new business into the local economy) in the borough.
  - **Demand management** – higher scores are applied where proposal would reduce current demand for services or, to a lesser extent reduce future demand for services.

### 4.0 Asset management

- 4.1 To ensure that capital assets continue to be of long-term use, the Council has an asset management strategy in place. The Property and Asset Strategy 2015-19 was approved by cabinet on 1 June 2015.

## 5.0 Asset disposals

- 5.1 When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. The Council is currently also permitted to spend capital receipts on service transformation projects until 2021/22. Repayments of capital grants, loans and investments also generate capital receipts. The Council plans to receive £28.8M of capital receipts, a significant proportion of which stems from asset disposals on the South Kilburn site as well as housing sold under the right to buy (RTB) scheme. The capital receipts in the coming financial year as follows:

**Table 5: Capital receipts in £ millions**

£M	2019/20 forecast	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget	2023/24 budget
Asset Sales	15.8	28.8	15.2	19.5	5.9	5.5
Loans Repaid	10.4	3.7	5.6	1.4	0.9	0.9
<b>TOTAL</b>	<b>26.2</b>	<b>32.5</b>	<b>20.8</b>	<b>20.9</b>	<b>6.8</b>	<b>6.4</b>

## 6.0 Treasury Management

- 6.1 Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.
- 6.2 On 31<sup>st</sup> December 2019, the Authority held £491.5m of borrowing (£386.5m long term and £105m short term) at an average rate of 4.1% and £86.3m of investments at an average rate of 0.70%.

## 7.0 Borrowing strategy

- 7.1 The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheap short-term loans (currently available at around 0.9%) and long-term fixed rate loans where the future cost is known but higher (currently around 3.3%).

## Appendix 3

- 7.2 Projected levels of the Council's total outstanding debt (which comprises borrowing, PFI liabilities and leases are shown below, compared with the capital financing requirement (see above).

**Table 6: Prudential Indicator: Gross Debt and the Capital Financing Requirement in £ millions**

£M	2019/20 forecast	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget	2024/25 budget
Debt (incl. PFI & Leases)	369.8	341.1	316.1	304.7	303.8	303.9
Capital Financing Requirement	821.8	969.9	1,135.2	1,224.0	1,241.6	1,228.5

- 7.3 Statutory guidance prescribes that debt should remain below the capital financing requirement, except in the short-term. As can be seen from Table 6, the Council expects to comply with this regulation.

### 8.0 Affordable borrowing limit

- 8.1 The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower "operational boundary" is also set as a warning level should debt approach the limit.

**Table 7: Prudential Indicators: Authorised limit and operational boundary for external debt in £ millions**

£M	2019/20 forecast	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget	2024/25 budget
Authorised Limit	1,200.0	1,200.0	1,300.0	1,400.0	1,500.0	1,600.0
Operational Boundary	1,000.0	1,000.0	1,100.0	1,200.0	1,300.0	1,400.0

- 8.2 Further details on borrowing are contained within the Council's treasury management strategy.

### 9.0 Investment strategy

- 9.1 Treasury investments balances arise from receiving cash before it is required to be paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

- 9.2 The Council's policy on treasury investments is to prioritise security and liquidity over yield and to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice.

**Table 8: Treasury management investments in £millions**

£M	2019/20 forecast	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget	2024/25 budget
Short term investments	110.0	90.0	70.0	50.0	50.0	50.0
Long term investments	102.9	130.3	153.8	177.3	177.3	177.3

- 9.3 Further details on treasury investments are contained within the Council's treasury management strategy.
- 9.4 Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Chief Finance Officer, who must act in line with the treasury management strategy approved by Council. Reports on treasury management activity are presented to Cabinet and Full Council, whilst the Audit & Standards Advisory Committee is responsible for scrutinising treasury management decisions.

## **10.0 Investments for Service Purposes**

- 10.1 The Council makes investments to assist local public services, including making loans to council subsidiaries and local businesses / service providers to promote economic growth. In light of the public service objective, the Council is willing to take more risk than with treasury investments, however it still plans for such investments to break-even / generate a profit after all costs.
- 10.2 Decisions on service investments are either made by Cabinet or under delegated authority, or set down in the approved investment strategy. Most loans and shares are capital expenditure and purchases will therefore also be approved as part of the capital programme. Further details on service investments are contained within the investment strategy.
- 10.3 The proposed budget includes sums for investment in the Council's subsidiary i4B for the acquisition of key worker units and street properties. These schemes aim to alleviate affordable housing pressures.

## 11.0 Commercial Activities

- 11.1 The Council can invest in commercial property purely or mainly for financial gain. Total commercial investments are currently valued at £9.0M consisting of 34 individual property assets generating £0.55M PA, or a yield of 6.1%.

**Table 9: Property asset types and income generated in £millions**

ASSET TYPES	No. of Assets	Value £M	Income PA £M
Operational	48	173.0	0.86
Commercial	34	9.0	0.55
Community Groups	40	15.8	0.18
Education	48	294.0	0
Regeneration	35	26.3	0.12
Non HRA Housing	7	4.1	0.1
<b>TOTAL</b>	<b>212</b>	<b>522.4</b>	<b>1.81</b>

- 11.2 With financial return being the main objective, the Council accepts higher risk on commercial investment than with treasury investments. The principal risk exposures include voids, diminution of capital values, etc. These risks are managed by the existing risk management framework. In order that commercial investments remain proportionate to the size of the authority they are under constant review and contingency plans are in place should expected yields not materialise.

## 12.0 Liabilities

- 12.1 In addition to debt of £369.8M detailed above, the Council is committed to making future payments to cover its pension fund deficit (valued at £248M – Draft Report March 2020).

## 13.0 Revenue Budget Implications

- 13.1 Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP payments are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

**Table 10: Prudential Indicator: Proportion of financing costs to net revenue stream**

£M	2019/20 forecasts	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget	2024/25 budget
Financing costs	12.2	11.2	12.5	15.1	17.0	25.1
Proportion of net revenue stream %	4.6%	3.9%	4.2%	5.0%	5.6%	8.3%

- 13.2 Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 50 years into the future. The detailed information contained within the treasury management strategy and the Budget & Council Tax Report 2020/21, as well as the prudential indicators included above demonstrates how this is prudent, affordable and sustainable.

#### **14.0 Knowledge and Skills**

- 14.1 The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. The Council pays for junior staff to study towards relevant professional qualifications including CIPFA, ACT (treasury) & AAT for example.
- 14.2 Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers. This approach can be more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

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## Investment Strategy Report 2020/21

### Introduction

1. The Authority invests its money for three broad purposes:
  - because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**);
  - to support local public services by lending to or buying shares in other organisations (**service investments**); and
  - to earn investment income (known as **commercial investments** where this is the main purpose).
2. The Council does not currently hold any investments principally to earn income.

### Treasury Management Investments

3. The Authority typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to fluctuate between £20m and £100m during the 2020/21 financial year.
4. The contribution that these investments make to the objectives of the Authority is to support effective treasury management activities.
5. Full details of the Authority's policies and its plan for 2020/21 for treasury management investments are covered in a separate document, the Treasury Management Strategy 2020/21.

### Service Investments: Loans

6. The Council lends money to its subsidiaries, its suppliers, local businesses, local charities, housing associations, local residents and its employees] to support local public services and stimulate local economic growth.
7. The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. In order to limit this risk, and ensure that total exposure to service loans remains proportionate to the size of the Authority, upper limits on the outstanding loans to each category of borrower have been set as follows:

**Table 1: Loans for service purposes in £ millions**

Category of borrower	31.3.2019 Actual	2020/21
	Balance owing	Approved Limit
Subsidiaries	79.3	500.0
Local businesses	0.2	100.0
Local charities	0.0	100.0
Housing associations	0.0	20.0
Local residents	0.0	5.0
<b>TOTAL</b>	<b>79.5</b>	<b>725.0</b>

8. Accounting standards require the Authority to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the Authority's statement of accounts from 2019/20 onwards will be shown net of this loss allowance. However, the Authority makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.
9. The Authority assesses the risk of loss before entering into and whilst holding service loans by undertaking various financial checks and utilising specialists (where required) to advise on technical aspects of the investment. In addition to this credit ratings are regularly used to determine the suitability of prospective partners.

#### **Commercial Investments: Property**

10. The Council has in the past invested in property locally to secure a financial return as well as supporting regeneration activities. Total commercial investments are currently valued at £9.0M consisting of 34 individual property assets generating £0.55M PA, or a yield of 6.1%. The forecast for 2020/21 expects similar returns to 2019/20.

**Table 2: Property held for investment purposes in £ millions**

	Forecast 2019/20			
Asset Types	No. of Assets	Gain or (losses)	Value in accounts in £m	Income PA in £m
Operational	48	8.3	173.0	0.86
Commercial	34	0.4	9.0	0.55
Community Groups	40	0.8	15.8	0.18
Education	48	14.0	294.0	0.00
Regeneration	35	1.3	26.3	0.12
Non HRA Housing	7	0.2	4.1	0.10
<b>TOTAL</b>	<b>212</b>	<b>24.9</b>	<b>522.4</b>	<b>1.81</b>

11. A fair value assessment of the Authority's investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment. This exercise is generally conducted annually and the results are reflected in the Council's balance sheet.
12. The Authority assesses the risk of loss before entering into and whilst holding property investments by developing an intelligent repairs and maintenance strategy to minimise unplanned reactive expenditure, improve the sustainability of the estate as a whole, maximise value, reduce running costs, and thereby risk and liability. In having a planned and proactive approach to maintenance the following priorities for investment are proposed:
  - Ensuring full compliance with relevant legislation - this includes DDA, health and safety, fire regulations, legionella and asbestos;
  - Ensuring the Council's contractual or legal obligations are met in respect of repairs and maintenance obligations detailed in leases or management agreements;
  - Preserving asset life - protecting heritage assets and minimising obsolescence on existing assets;
  - Income/ efficiency - investing in assets where there is a clear potential to generate income as a consequence of by improving the quality of the asset;

- Corporate objectives - making improvements required to meet changing service demand i.e. new facilities, new fit-out, in support of community resilience; and
  - Business continuity - minimising the risk of asset failure causing unexpected interruptions to service delivery.
13. Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice, and can take a considerable period to sell in certain market conditions. To ensure that the invested funds can be accessed when they are needed, for example to repay capital borrowed, the Authority takes the steps maintains a disposals programme that forms part of the capital strategy and the Medium Term Financial Planning (MTFP).

**Other categories of investment**

Loan Commitments and Financial Guarantees

14. Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Authority and are included here for completeness. The Council holds does not hold any loan commitments of financial guarantees.

**Capacity, skills and culture**

15. The Council employs professionally qualified and experienced staff in senior positions with responsibility for making recommendations and decisions on commercial activities. The Council pays for junior staff to study towards relevant professional qualifications including CIPFA, ACT (treasury) & AAT for e.g.
16. Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers. This approach can be more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.
17. Our retained advisors provide a comprehensive training and awareness programme for elected Members, including training in relation to scrutiny of the Treasury Management function and the annual Statement of Accounts. The training programme covers, Local Government Finance, Corporate Governance, The Role of the Governance / Audit Committee and capital Programme Prioritisation.
18. The Council's treasury activity (including investments and borrowing) is

reported to the Audit & Standards Advisory Committee and full Council twice a year via a mid-year report as well as the full year outturn report.

### **Investment Indicators**

19. The Authority has set the following quantitative indicators to allow elected members and the public to assess the Authority's total risk exposure as a result of its investment decisions.

Total risk exposure

20. The first indicator shows the Authority's total exposure to potential investment losses. This includes amounts the Authority is contractually committed to lend but have yet to be drawn down and guarantees the Authority has issued over third party loans.

**Table 3: Total investment exposure in £millions**

<b>Total investment exposure</b>	<b>31.03.2019 Actual</b>	<b>31.03.2020 Forecast</b>	<b>31.03.2021 Forecast</b>
Treasury management investments	103.2	50.0	50.0
Service investments: Loans	79.5	150.0	240.0
Commercial investments: Property	522.4	522.4	530.0
<b>TOTAL INVESTMENTS</b>	<b>705.1</b>	<b>722.4</b>	<b>820.0</b>
<b>TOTAL EXPOSURE</b>	<b>705.1</b>	<b>722.4</b>	<b>820.0</b>

How investments are funded

21. Government guidance states that these indicators should include details of how investments are funded. Since the Authority does not normally associate particular assets with particular liabilities, this guidance is difficult to comply with. However, the following investments could be described as being funded by borrowing. The remainder of the Authority's investments are funded by usable reserves, grants and other income.

**Table 4: Investments funded by borrowing in £millions**

<b>Investments funded by borrowing</b>	<b>31.03.2019 Actual</b>	<b>31.03.2020 Forecast</b>	<b>31.03.2021 Forecast</b>
Service investments: Loans	79.5	150.0	240.0
Commercial investments: Property	522.4	522.4	530.0
<b>TOTAL FUNDED BY BORROWING</b>	<b>601.9</b>	<b>672.4</b>	<b>770.0</b>

## Rate of return

22. This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

**Table 5: Investment rate of return (net of all costs)**

<b>Investments net rate of return</b>	<b>2018/19 Actual</b>	<b>2019/20 Forecast</b>	<b>2020/21 Forecast</b>
Treasury management investments	0.72%	0.72%	0.72%
Service investments: Loans	2.2%	6.2%	6.1%
Commercial investments: Property	6.4%	6.4%	6.4%

**Table 6: Other investment indicators**

<b>Indicator</b>	<b>2018/19 Actual</b>	<b>2019/20 Forecast</b>	<b>2020/21 Forecast</b>
Debt to net service expenditure ratio	1.55	1.39	1.18
Commercial income as a % of net service expenditure ratio	0.68%	0.68%	0.62%

## Treasury Management Strategy Statement 2020/21

### Introduction

- 1.0 Treasury management is the management of the Authority's cash flows, borrowing and investments, and the associated risks. The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Authority's prudent financial management.
- 2.0 Treasury risk management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year. This report fulfils the Authority's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.

### Local Context

- 3.0 On 31<sup>st</sup> December 2019, the Authority held £491.5m of borrowing (£386.5m long term and £105m short term) and £86.3m of investments. This is set out in further detail at **Appendix B**. Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

Table 1: Balance sheet summary and forecast

£m	31.3.19 Actual	31.3.20 Forecast	31.3.21 Forecast	31.3.22 Forecast
<b>General Fund CFR</b>	527.1	588.3	686.7	809.7
<b>HRA CFR</b>	161.6	233.5	283.2	325.5
<b>Total CFR</b>	<b>688.7</b>	<b>821.8</b>	<b>969.9</b>	<b>1,135.2</b>
<b>Existing Borrowing</b>	396.3	369.8	341.1	316.1
<b>Borrowing required to meet CFR</b>	<b>292.4</b>	<b>451.9</b>	<b>628.8</b>	<b>819.1</b>
<b>Projected Usable Reserves</b>	368.4	289.8	341.5	350.1
<b>Projected Working Capital</b>	27.2	(20.0)	50.0	30.0
<b>Available Cash Reserves</b>	<b>395.6</b>	<b>269.8</b>	<b>391.5</b>	<b>380.1</b>
<b>Investments (or New borrowing)</b>	<b>103.2</b>	<b>(182.2)</b>	<b>(237.3)</b>	<b>(439.0)</b>

- 4.0 The Council's Capital Financing Requirement (CFR) is greater than its borrowing. This is because the Council has minimised its interest costs by utilising internal resources over the short term instead of undertaking more expensive external borrowing. However, the increased focus on capital investment to transform the financial position has reduced the Council's investments during 2019/20.
- 5.0 As demonstrated in the September 2018 Cabinet report "Brent Council Borrowing Strategy 2018/19 – 2020/21" the Council has a borrowing requirement during 2019/20. In recent years the Council's strategy has been to maintain borrowing at the lowest level possible unless interest rate prospects present a clear case for taking long term borrowing ahead of immediate requirements. However current interest rate forecasts along with the significant levels of planned and actual capital investment means that this approach is no longer sustainable or optimal.
- 6.0 CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the Authority expects to comply with this recommendation during 2020/21.

#### Borrowing Strategy

- 7.0 The Council currently holds £491.5m of loans, an increase of £95m on the previous year, due to the decrease in internal cash reserves and planned capital expenditure. The balance sheet forecast in table 1 shows that the Council expects to borrow up to £237m by 2020/21 however this is largely dependent on how the capital programme progresses. In accordance with the September 2018 strategy report the Council may also borrow additional sums to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing of £1.2 billion.
- 8.0 **Objectives:** The Council's main objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Authority's long-term plans change is a secondary objective.
- 9.0 **Strategy:** Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead. By doing so, the Council is able to reduce net borrowing costs (despite foregone investment income) and reduce overall

treasury risk. The benefits of short term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. The cost of carry exercise which will evaluate the cost of borrowing now to borrowing in the future will determine whether the Council borrows additional sums at long-term fixed rates in 2020/21 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

- 10.0 The Council is also utilising forward starting loans during 2020/21, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.
- 11.0 In addition to above, the Authority may borrow short-term loans to cover temporary cash flow pressures.

**Sources of borrowing:** The approved sources of long-term and short-term borrowing are:

- Public Works Loan Board (PWLB) and any successor body
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- any other UK public sector body
- UK public and private sector pension funds (except the local Brent Pension Fund)
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues

- 12.0 **Other sources of debt finance:** In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- leasing
- hire purchase
- Private Finance Initiative
- sale and leaseback

- 13.0 The Council has previously raised the majority of its long-term borrowing from the PWLB but the government increased PWLB rates by 1% in October 2019 making it now a relatively expensive options. The Authority will now look to borrow any long-term loans from other sources including banks, pensions and local authorities, and will investigate the possibility of issuing bonds and similar instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code.

- 14.0 **Municipal Bonds Agency:** UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. The recent PWLB rate rise has boosted hopes that the UK Municipal Bonds Agency can finally issue its first bond. The MBA has failed to get its first bond off the ground since its launch more than five years ago, partly due to the low rates on offer to councils through the PWLB but also due to concerns around the joint and several liability that requires all members to collectively and individually guarantee the debt of each borrower. However, the 1% hike in the PWLB's borrowing rates has given fresh impetus to the agency's hopes of getting an issue off the ground and the MBA will be a core part of the councils borrowing strategy going forward.
- 15.0 **LOBOs:** The Council holds £70m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost. Although the Authority understands that lenders are unlikely to exercise their options in the current low interest rate environment, there remains an element of refinancing risk. The Authority will take the option to repay LOBO loans at no cost if it has the opportunity to do so.
- 16.0 **Short-term and variable rate loans:** These loans leave the Authority exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below.
- 17.0 **Debt rescheduling:** The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Authority may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

### **Investment Strategy**

- 18.0 The Council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Council's investment balance has ranged from £116m to £32m (a downward trend) due to capital expenditure utilising the Council's internal cash reserves. These balances are expected to remain low as the Council enters a borrowing period with cash available to invest for relatively short periods.
- 19.0 **Objectives:** The CIPFA Code requires the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment

income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

- 20.0 **Negative interest rates:** If the UK enters into a recession in 2020/21, there is a small chance that the Bank of England could set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. This situation already exists in many other European countries. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.
- 21.0 **Strategy:** Given the increasing risk and very low returns from short-term unsecured bank investments, the Council aims to diversify into higher yielding asset classes during 2020/21. This diversification will represent a continuation of the new strategy adopted in 2018/19. However, it is worth noting that this approach will be limited to the extent that this the capital investment plans are delivered in line with current expectations. Should this prove to be the case, surplus funds may not be available to invest over longer durations as set out below.
- 22.0 The average rate of interest received on short-term investments during the year to December 19 was 0.72%. Comparison data for other local authorities from Arlingclose's benchmarking club (which uses the data of 136 Local Authorities) places Brent around average compared to our peers - Appendix C. Due to the authorities borrowing requirement, there is unlikely to be scope to improve the short term investment returns achieved as liquidity of the surplus funds will play a key role.
- 23.0 The majority of the Council's surplus cash is currently invested short-term with other Local Authority's and money market funds. The Council will maintain a minimum investment balance of £10m to ensure the Council complies with the requirements to be a professional client under MIFID II regulations.
- 24.0 **Credit Rating:** The minimum credit rating for non-UK sovereigns will be set at AA+ (or equivalent) and the minimum long term rating for counterparties is A- (or equivalent). Within these criteria the Director of Finance will have discretion to accept or reject individual institutions as counterparties on the basis of any information which may become available.
- 25.0 The Council uses the lowest rating quoted by the main rating agencies, as recommended by CIPFA. Where instrument credit ratings are available, the instrument credit rating will be used if different from the counterparty rating. Credit ratings are monitored continually by the Council, using the advice of Arlingclose on ratings changes, and action taken as appropriate so an investment decision is not made solely based on credit ratings.

- 26.0 Any institution will be suspended or removed should any factors give rise to concern, and caution will be paramount in reaching any investment decision regardless of the counterparty or the circumstances. Should an entities credit rating be downgraded so that it does not meet the Council's approved criteria then:
- ☐ No new investments will be made;
  - ☐ Full consideration will be made to the recall or sale of existing investments with the affected counterparty.
- 27.0 Having an appropriate lending list of counterparties, remains critically important to protecting Brent's investments. A list of extremely secure counterparties would be very small, and the limits with each would be correspondingly high. This would expose the Council to a risk of an unlikely but potentially large loss. This arises because the arrangements for dealing with banks in difficulty now require a loss to be imposed on various categories of liabilities of the banks to allow the bank to recapitalise itself and continue in business (sometimes referred to as bail in).
- 28.0 When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.
- 29.0 **Unsecured deposits:** unsecured deposits with banks could be exposed to credit loss by the 'bail-in' process. This is where depositors are expected to make a significant contribution to recapitalise a bank that is failing or likely to fail before government support is provided and public money is invested in the organisation. There is no upper limit to the maximum credit loss that the authority could suffer in the event of a bail-in scenario. Investments in unsecured deposits will be limited to £20m.
- 30.0 **Secured deposits:** secured deposits of various kinds are not included in bail in provisions where investments are secured on the bank's assets. It is likely that the Council's preferred instruments in lending to institutions without some kind of government guarantee will increasingly be in the form of secured or marketable instruments. The Council and its advisors remain alert for signs of credit or market distress that might adversely affect the Council. Investments in secured deposits will be limited to £20m.
- 31.0 **Money market funds (MMFs):** will be utilised but good treasury management practice prevails, and whilst MMFs provide good diversification, the Council will also seek to mitigate operational risk by using at least two MMFs where practical.

They will not exceed 0.5% of the net asset value of the MMF. In addition, each Fund will be limited to a maximum deposit of £20m.

- 32.0 **Government:** Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.

The investment strategy will provide flexibility to invest cash for longer periods in order to access higher investment returns. The upper limit for lending beyond a year is £500m. In practice, lending for more than one year will be only to institutions of the highest credit quality and at rates which justify the liquidity risk involved. Marketable instruments may have longer maturities, though the maturity will be considered in conjunction with the likely liquidity of the market and credit quality of the institution. Other than UK Central Government the council may invest its surplus funds subject to a maximum duration of 30 years.

**Alternative investment options will include:**

- 33.0 **Corporate bonds:** These can give significantly higher yields than our current deposits but give exposure to risks from economic, commercial and operational difficulties. Diversification would involve investing small amounts with a large number of companies or buying diversified Funds. Seeking additional security could involve exchanging our deposit for known high credit quality assets, or a claim on a pool of assets. Seeking capital strength would involve investing in companies with high levels of assets in relation to liabilities or a strong fixed asset base, or whose business is not subject to market fluctuations in activity or profitability. Investment in corporate bonds will be limited to £20m in 2020/21.
- 34.0 **Registered Providers (Housing Associations and Registered Social Landlords):** Loans and bonds issued by RP's have been included as an approved investment counterparty for 2020/21. Any investments with Registered Providers will be analysed on an individual basis and discussed with Arlingclose prior to investing. Investments with registered providers will be limited to £20m in 2020/21 for up to 5 years.
- 35.0 **Collective Investment Schemes (Pooled Funds):** Shares or units in diversified investment vehicles consisting of the any of the above investment types, plus equity shares and property. The Council has evaluated the use of Pooled Funds and determined the appropriateness of their use within the investment portfolio. Pooled funds enable the Council to diversify the assets and the underlying risk in the investment portfolio and provide the potential for enhanced returns. Investments in pooled funds will be undertaken with advice from Arlingclose. Although considered as pooled funds, MMF's are discussed separately in paragraph 44. The Council currently has no investments in Pooled Funds (other

than MMFs) at present, but may make prudent use of them in the future. Investments in pooled funds will be limited to £20m in 2020/21.

- 36.0 **Real estate investment trusts:** Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties. The risk with any investments in REITs is that shares cannot be withdrawn but can be sold on the stock market to another investor which leaves the Council open to market risk. Investments in REITs will be limited to £20m in 2020/21.
- 37.0 **Operational bank accounts:** The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services. These are not classed as investments, but are still subject to the risk of a bank bail-in, and balances will therefore be kept to a minimum. The Council banks with National Westminster Bank (NatWest) who meet the Council's minimum credit criteria. Should NatWest's creditworthiness deteriorate below the Council's minimum credit criteria, then as far as is consistent with operational efficiency, no money will be placed with NatWest and credit balances in the various Council accounts will be kept to a minimum level.
- 38.0 **Investment limits:** The Council's reserves available to cover investment losses are forecast to be £290m on 31st March 2020. In order that no more than 10% of available reserves will be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government and Council subsidiaries) will be £20m. A group of banks under the same ownership will be treated as a single organisation for limit purposes.

Table 2: Investment Limits

	<b>Credit Quality</b>	<b>Cash limit</b>
Any single organisation, except the UK Central Government	A- Or equivalent	£20m
UK Government	Any	Unlimited for up to 50 years
Foreign countries	AA+ or equivalent	£20m per organisation
Registered providers and registered social landlords	A- Or equivalent	£20m per provider for up to 5 years
Loans to subsidiaries	n/a	£500m
Money market funds	A- Or equivalent	Lower of 5% of total net assets of the fund or £20m
Real estate investment trusts	A- Or equivalent	£20m
Corporate Bonds	A- Or equivalent	£20m

Any group of pooled funds under the same management	A- Or equivalent	£20m
Secured deposits	A- Or equivalent	£20m

- 39.0 **Liquidity management:** The Council uses internal purpose-built cash flow modelling tools to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Council's medium-term financial plan and cash flow forecast.

### TREASURY MANAGEMENT INDICATORS

- 40.0 The Council measures and manages its exposures to treasury management risks using the following indicators.
- 41.0 **Security:** The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Table 3: Credit risk indicator

Credit risk indicator	Target
Portfolio average credit rating	A

- 42.0 **Liquidity:** The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three month period, without additional borrowing.

Table 4: Liquidity risk indicator

Liquidity risk indicator	Target
Total cash available within 3 months	£20m

- 43.0 **Interest rate exposures:** This indicator is set to control the Council's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

Table 5: Interest rate risk indicator

Interest rate risk indicator	Limit
Upper limit on one-year revenue impact of a 1% rise in interest rates	£5m

Upper limit on one-year revenue impact of a 1% fall in interest rates	£5m
---	-----

*The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates.*

- 44.0 **Maturity structure of borrowing:** This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

Table 6: Refinancing rate risk indicator

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	40%	0%
12 months and within 24 months	40%	0%
24 months and within 5 years	40%	0%
5 years and within 10 years	60%	0%
10 years and within 20 years	75%	0%
20 years and within 30 years	75%	0%
30 years and within 40 years	75%	0%
Over 40 years	75%	0%

*Time periods start on the first day of each financial year. LOBOs are classified as maturing on the next call date i.e. the earliest date that the lender can require repayment.*

- 45.0 **Principal sums invested for periods longer than a year:** The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Table 7: Price risk indicator

Price risk indicator	2020/21	2021/22	2022/23
Limit on principal invested beyond year end	£500m	£550m	£600m

### **Related Matters**

- 46.0 The CIPFA Code requires the Council to include the following in its treasury management strategy.

- 47.0 **Financial Derivatives:** Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).
- 48.0 The Authority will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Authority is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.
- 49.0 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.
- 50.0 In line with the CIPFA Code, the Authority will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.
- 51.0 **Housing Revenue Account:** As of 1 April 2012, the Council notionally split each of its existing long-term loans into General Fund and HRA pools. Individual loans or parts of loans have been allocated to the HRA, on the basis of achieving the same long term rate as that which applied to the General Fund at the self-financing date.
- 52.0 Differences between the value of the HRA loans pool and the HRA's underlying need to borrow results in a notional element of internal borrowing. This balance will be assessed over the year and interest charged to the HRA at an appropriate rate for short term borrowing. The HRA will also hold reserves and balances which will be invested with the Council, and interest will be paid on identified balances at a rate which recognises that any investment risk is borne by the General Fund.
- 53.0 **Markets in Financial Instruments Directive:** The MiFID II regulations took effect from January 2018 which saw the council reclassified as a retail client with the opportunity to opt up to professional client status. Retail clients have access increased protection however this would be balanced against potentially higher

fees and access to a more limited range of products. The council has opted up to professional client status with its providers of financial services, including advisors, banks, brokers and fund managers. The Director of Finance believes this to be the appropriate status for the Council's treasury management activities.

- 54.0 **Other Options Considered:** The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Council believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Table 8: Alternative Strategies

<b>Alternative</b>	<b>Impact on income and expenditure</b>	<b>Impact on risk management</b>
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

#### External Context

- 55.0 **Economic background:** The UK's progress negotiating its exit from the European Union, together with its future trading arrangements, will continue to be a major influence on the Authority's treasury management strategy for 2020/21. The General Election has removed some uncertainty within the market, however

following the expected Withdrawal Bill, uncertainties around the future trading relationship with the EU remain.

- 56.0 GDP growth rose by 0.4% in the third quarter of 2019 from -0.2% in the previous three months with the annual rate falling further below its trend rate to 1.1% from 1.2%. Services, construction and production added positively to growth, by 0.5%, 1.2% and 0.1% respectively, while agriculture recorded a fall of 0.1%. Looking ahead, the Bank of England's Monetary Policy Report (formerly the Quarterly Inflation Report) forecasts economic growth to pick up during 2020 as Brexit-related uncertainties dissipate and provide a boost to business investment helping GDP reach 1.6% in Q4 2020, 1.8% in Q4 2021 and 2.1% in Q4 2022.
- 57.0 The headline rate of UK Consumer Price Inflation remained the same in November 2019 at 1.5% year-on-year, the same as October 2019, however continuing to fall from highs of 2.1% in July and April 2019 as accommodation services and transport continued to contribute to a level of inflation below the BOE target of 2%. Labour market data continues to be positive. The ILO unemployment rate continues to hold at historic lows at 3.8%, its lowest level since 1975. The 3-month average annual growth rate for pay excluding bonuses rose to 3.5% in November 2019 providing some evidence that a shortage of labour is supporting wages. However, adjusting for inflation this means real wages were only up by 0.9% in October 2019 and only likely to have a moderate impact on household spending.
- 58.0 Domestic inflationary pressures have abated, as domestic gas and electricity price freezes have taken effect until 2020. The price of oil has fallen through the year, despite a rise in prices in December 2019. The limited inflationary pressure from real wages will likely keep inflation below the Bank of England target of 2%. The Bank of England maintained Bank Rate to 0.75% in November following a 7-2 vote by the Monetary Policy Committee. Despite keeping rates on hold, MPC members did confirm that if Brexit uncertainty drags on or global growth fails to recover, they are prepared to cut interest rates as required. Moreover, the downward revisions to some of the growth projections in the Monetary Policy Report suggest the Committee may now be less convinced of the need to increase rates even if there is a Brexit deal.
- 59.0 The US economy has continued to perform relatively well compared to other developed nations; however, the Federal Reserve has started to unwind its monetary tightening through 2019. The Federal Reserve has cut rates three times to 1.5% - 1.75%, to stimulate growth as GDP growth has started to fall (to 2.1%).
- 60.0 The fallout from the US-China trade war continues which, risks contributing to a slowdown in global economic activity in 2019. Recent suggestions have been an initial compromise and potential unwinding of tariffs; however, this can change quickly. Slow growth in Europe, combined with changes in leadership at the ECB

and IMF has led to a change of stance in 2019. Quantitative easing has continued and been extended.

- 61.0 **Credit outlook:** The recent Bank of England stress tests assessed all seven UK banking groups. The tests scenarios include deep simultaneous recessions in the UK and global economies that are more severe overall than the global financial crisis, combined with large falls in asset prices and a separate stress of misconduct costs. All seven banks passed the test on both a CET1 ratio and a leverage ratio basis. Major banks have steadily increased their capital for many years now. However, there are a number of shortcomings in the Bank's approach; timeliness as the results are over 11 months of out date when they are published, being based on end-2018 balance sheets; ringfencing, as the tests ignore the restrictions on transferring capital between ringfenced "retail" banks and non-ringfenced "investment" banks within the larger groups and; coverage – the tests should be expanded to cover a wider range of UK banks and building societies.
- 62.0 The Bank of England will seek to address some of these issues in 2020, when Virgin Money/Clydesdale will be added to the testing group and separate tests will be included of ringfenced banks.
- 63.0 Challenger banks hit the news headlines in 2019 with Metro Bank and TSB Bank both suffering adverse publicity and falling customer numbers.
- 64.0 Looking forward, the potential for a "no-deal" Brexit and/or a global recession remain the major risks facing banks and building societies in 2020/21 and a cautious approach to bank deposits remains advisable.
- 65.0 **Interest rate forecast:** The Authority's treasury management adviser Arlingclose is forecasting that Bank Rate will remain at 0.75% until the end of 2022. The risks to this forecast are deemed to be significantly weighted to the downside, particularly given the upcoming general election, the need for greater clarity on Brexit and the continuing global economic slowdown. The Bank of England, having previously indicated interest rates may need to rise if a Brexit agreement was reached, stated in its November Monetary Policy Report and its Bank Rate decision (7-2 vote to hold rates) that the MPC now believe this is less likely even in the event of a deal.
- 66.0 Gilt yields have risen but remain at low levels and only some very modest upward movement from current levels are expected based on Arlingclose's interest rate projections. The central case is for 10-year and 20-year gilt yields to rise to around 1.00% and 1.40% respectively over the time horizon, with broadly balanced risks to both the upside and downside. However, short-term volatility arising from both economic and political events over the period is a near certainty.

- 67.0 For the purpose of setting the budget, it has been assumed that new investments will be made at an average rate of 1%, and that new long-term loans will be borrowed at an average rate of 3%.

## Appendix A – Arlingclose Economic & Interest Rate Forecast November 2019

### Underlying assumptions:

- The global economy is entering a period of slower growth in response to political issues, primarily the trade policy stance of the US. The UK economy has displayed a marked slowdown in growth due to both Brexit uncertainty and the downturn in global activity. In response, global and UK interest rate expectations have eased.
- Some positivity on the trade negotiations between China and the US has prompted worst case economic scenarios to be pared back. However, information is limited, and upbeat expectations have been wrong before.
- Brexit has been delayed until 31 January 2020. While the General Election has maintained economic and political uncertainty, the opinion polls suggest the Conservative position in parliament may be strengthened, which reduces the chance of Brexit being further frustrated. A key concern is the limited transitional period following a January 2020 exit date, which will maintain and create additional uncertainty over the next few years.
- UK economic growth has stalled despite Q3 2019 GDP of 0.3%. Monthly figures indicate growth waned as the quarter progressed and survey data suggest falling household and business confidence. Both main political parties have promised substantial fiscal easing, which should help support growth.
- While the potential for divergent paths for UK monetary policy remain in the event of the General Election result, the weaker external environment severely limits potential upside movement in Bank Rate, while the slowing UK economy will place pressure on the MPC to loosen monetary policy. Indeed, two MPC members voted for an immediate cut in November 2019.
- Inflation is running below target at 1.7%. While the tight labour market risks medium-term domestically-driven inflationary pressure, slower global growth should reduce the prospect of externally driven pressure, although political turmoil could push up oil prices.
- Central bank actions and geopolitical risks will continue to produce significant volatility in financial markets, including bond markets.

### Forecast:

- Although we have maintained our Bank Rate forecast at 0.75% for the foreseeable future, there are substantial risks to this forecast, dependant on General Election outcomes and the evolution of the global economy.
- Arlingclose judges that the risks are weighted to the downside.

- Gilt yields have risen but remain low due to the soft UK and global economic outlooks. US monetary policy and UK government spending will be key influences alongside UK monetary policy.
- We expect gilt yields to remain at relatively low levels for the foreseeable future and judge the risks to be broadly balanced.

	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Average
<b>Official Bank Rate</b>														
Upside risk	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.21
Arlingclose Central Case	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Downside risk	-0.50	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.73
<b>3-month money market rate</b>														
Upside risk	0.10	0.10	0.25	0.25	0.25	0.25	0.25	0.25	0.30	0.30	0.30	0.30	0.30	0.25
Arlingclose Central Case	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Downside risk	-0.50	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.73
<b>1yr money market rate</b>														
Upside risk	0.10	0.20	0.20	0.20	0.20	0.20	0.20	0.25	0.30	0.30	0.30	0.30	0.30	0.23
Arlingclose Central Case	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85
Downside risk	-0.30	-0.50	-0.55	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.60
<b>5yr gilt yield</b>														
Upside risk	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.45	0.45	0.45	0.37
Arlingclose Central Case	0.50	0.50	0.50	0.55	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.57
Downside risk	-0.35	-0.50	-0.50	-0.55	-0.60	-0.60	-0.60	-0.60	-0.60	-0.60	-0.60	-0.60	-0.60	-0.56
<b>10yr gilt yield</b>														
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45	0.37
Arlingclose Central Case	0.75	0.75	0.80	0.80	0.85	0.85	0.90	0.90	0.95	0.95	1.00	1.00	1.00	0.88
Downside risk	-0.40	-0.40	-0.40	-0.40	-0.45	-0.45	-0.45	-0.45	-0.50	-0.50	-0.50	-0.50	-0.50	-0.45
<b>20yr gilt yield</b>														
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45	0.37
Arlingclose Central Case	1.20	1.20	1.25	1.25	1.25	1.30	1.30	1.30	1.35	1.35	1.35	1.40	1.40	1.30
Downside risk	-0.40	-0.40	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.50	-0.50	-0.45
<b>50yr gilt yield</b>														
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45	0.37
Arlingclose Central Case	1.20	1.20	1.25	1.25	1.25	1.30	1.30	1.30	1.35	1.35	1.35	1.40	1.40	1.30
Downside risk	-0.40	-0.40	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.50	-0.50	-0.45

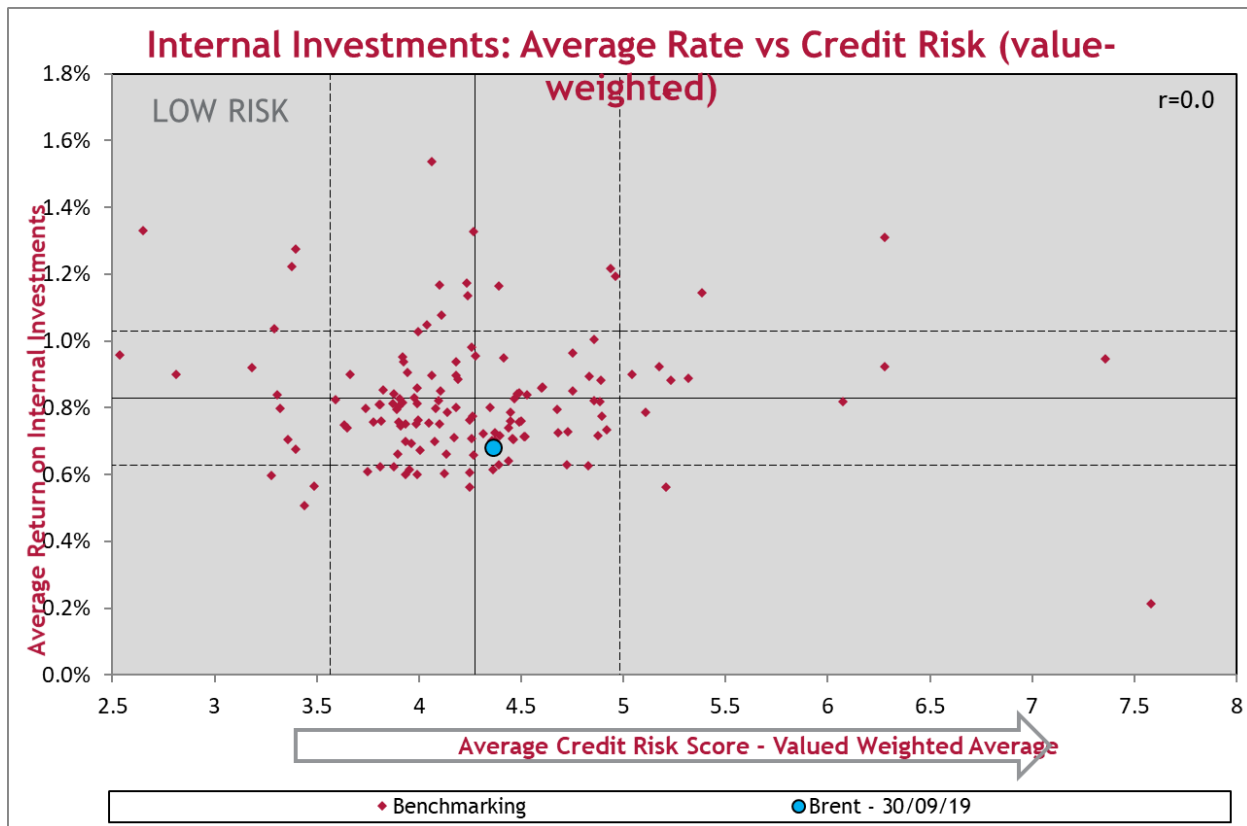
PWLB Certainty Rate (Maturity Loans) = Gilt yield + 1.80%

PWLB Local Infrastructure Rate (Maturity Loans) = Gilt yield + 0.60%

## Appendix B – Existing Investment &amp; Debt Portfolio Position

	31/12/19 Actual Portfolio £m	31/12/19 Average Rate %
<b>External borrowing:</b>		
Public Works Loan Board	301.0	4.9
Local authorities	105.0	0.9
LOBO loans from banks	70.5	4.8
Other loans	15.0	4.3
<b>Total external borrowing</b>	<b>491.5</b>	<b>3.7</b>
<b>Other long-term liabilities:</b>		
Private Finance Initiative	23.6	
Finance Leases	5.2	
Transferred Debt	0.0	
<b>Total other long-term liabilities</b>	<b>28.8</b>	
<b>Total gross external debt</b>	<b>520.3</b>	
<b>Treasury investments:</b>		
Banks & building societies (unsecured)	0.2	0.0
Government (incl. local authorities)	5.0	0.8
Money Market Funds	81.3	0.7
<b>Total treasury investments</b>	<b>86.5</b>	<b>0.7</b>
<b>Net debt</b>	<b>433.8</b>	

## Appendix C – Internal Investments: Average Rate vs Credit Risk




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**Minimum Revenue Provision – 2020/21**

- 1.1. The council is required to pay off an element of the accumulated General Fund capital spend financed by borrowing each year through a revenue charge (the Minimum Revenue Provision), although it is also allowed to undertake additional voluntary payments where it is seen to be in its best interests to do so. Regulations have been issued by the Ministry of Housing Communities and Local Government (MHCLG) which require full Council (or a delegated body) to approve an MRP policy statement in advance of financial each year.
- 1.2. In accordance with the current regulations for the calculation of MRP the following policy for non-HRA assets has been applied:
  - 1.2.1. For supported borrowing, the Council will use the asset life method (Option 3) and an 'annuity' approach for calculating repayments. Based on the useful economic lives of the council's assets a single annuity has been calculated, which results in the outstanding principal being repaid over the course of one hundred years.
  - 1.2.2. For prudential borrowing, the Council will adopt Option 3, 'the asset life method', and an 'annuity' approach for calculating repayments. This option allows provision for repayment of principal to be made over the estimated life of the asset. The use of the 'annuity' method is akin to a mortgage where the combined sum of principal and interest are equalised over the life of the asset.
  - 1.2.3. In line with the statutory guidance MRP will be charged for finance leases at a rate equal to the writing down of the lease liability.
  - 1.2.4. MRP will include a charge equal to any capital lifecycle additions within the lease.
  - 1.2.5. Where borrowing is undertaken for the construction of new assets, MRP will only become chargeable once such assets are completed and operational.
  - 1.2.6. The Council reserve the right to charge a £nil MRP where the conditions set out in paragraph 26 of the statutory guidance have been met.
- 1.3. The asset lives which will be applied to different classes of assets are as shown in table 1, however the Council reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.

Table 1

Asset Type	Years
Vehicles and equipment	5 to 15 years
Capital repairs to roads and buildings	15 to 25 years
Purchase of buildings	30 to 40 years
New construction	40 to 60 years
Purchase of land	50 to 100 years

	<b>Cabinet</b> 10 February 2020
	<b>Report from the Chief Executive</b>
<b>i4B Holdings Ltd Business Plan 2020/21 – Shareholder Cover Report</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	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>	Part Exempt – Appendix 1 of the Business Plan is exempt as it contains the following category of exempt information as specified in Paragraph 3, Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)"
<b>No. of Appendices:</b>	One Appendix 1: i4B Chair's Cover Report & 2020/21 Business Plan
<b>Background Papers:</b>	N/A
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Sadie East Head of Transformation <a href="mailto:Sadie.East@brent.gov.uk">Sadie.East@brent.gov.uk</a> Tel: 020 8937 1507

## 1.0 Purpose of the Report

- 1.1 To present the 2020/21 i4B Holdings Ltd (i4B; the Company) business plan and recommend that Cabinet, on behalf of the Council as shareholder, approve the i4B business plan.

## 2.0 Recommendation

- 2.1 Cabinet, on behalf of the Council as shareholder, approve the i4B business plan as set out in the attached report from the Chair of i4B and the final business plan (Appendix 1).

## 3.0 Detail

- 3.1 The Council is the sole shareholder of i4B Holdings Limited.
- 3.2 The Shareholder Agreement between i4B and the Council requires i4B to submit an annual business plan to the shareholder for shareholder approval.

- 3.3 The Shareholder Agreement states that the Company should circulate a draft business plan for the upcoming financial year by the end of November and invite the shareholder to provide comments. The shareholder should then use reasonable endeavours to approve the business plan by the end of the following February.
- 3.4 i4B submitted an outline of its initial proposals for the 2020/21 business plan in November 2019. Since then, the shareholder has fed into proposals and subsequent drafts.
- 3.5 The result is the final draft of the 2020/21 i4B business plan in Appendix 1. The business plan is accompanied by a report from the Chair of i4B.
- 3.6 It is recommended that Cabinet, on behalf of the Council as shareholder, approve the 2020/21 business plan.

#### **4.0 Financial Implications**

- 4.1 Detailed financial implications, including an update of the financial model to reflect the purchase of the Wembley DMS block, are contained within the Cabinet report of 10 February 2020 from the Chair of i4B entitled “i4B Holdings Ltd Business Plan 2020/21”.

#### **5.0 Legal Implications**

- 5.1 Detailed legal implications, are contained within the Cabinet report of 10 February 2020 from the Chair of i4B entitled “i4B Holdings Ltd Business Plan 2020/21”.

#### **6.0 Equality Implications**

- 6.1 N/A

#### **7.0 Any other implications**

- 7.1 N/A.

#### **8.0 Proposed Consultation with Ward Members and Stakeholders**

- 8.1 N/A

**Report sign off:**

**CAROLYN DOWNS**  
Chief Executive



**Cabinet**  
10 February 2020

**Report from the Chair of i4B Holdings Ltd**

**Appendix 1: i4B Holdings Ltd Business Plan 2020/21**

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b> (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Part Exempt – Appendix 1 of the Business Plan is exempt as it contains the following category of exempt information as specified in Paragraph 3, Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)"
<b>No. of Appendices:</b>	One Appendix 1(cont): i4B 2020/21 Business Plan
<b>Background Papers:</b>	N/A
<b>Contact Officer(s):</b> (Name, Title, Contact Details)	Sadie East Head of Transformation <a href="mailto:Sadie.East@brent.gov.uk">Sadie.East@brent.gov.uk</a> Tel: 020 8937 1507

**1.0 Purpose of the Report**

- 1.1 This report presents the i4B Holdings Ltd (i4B) 2020/21 Business Plan to Cabinet for Shareholder approval.

**2.0 Recommendations**

- 2.1 Cabinet, on behalf of the Council as Shareholder, approves the business plan as set out in appendix 1.
- 2.2 Cabinet approves the below alignment of PRS phase two loan funding:
- 2.2.1 £24m of phase two funding be used to purchase 60 street properties;
  - 2.2.2 £86.5m of phase two funding be used for the purchase of a block of 153 units and the purchase of new build opportunities; and
  - 2.2.3 depending on the viability of new build schemes, the Board be given the discretion to increase/decrease the amount of street properties and new build opportunities purchased.

- 2.3 Cabinet approves increasing the amount of PRS phase one and two properties purchased in Greater London.
- 2.4 Cabinet approves giving the i4B Board the authority to dispose of lower yielding Home Counties properties.
- 2.5 Cabinet approves the updated financial model.
- 2.6 Cabinet approve the below financial modelling:
  - 2.6.1 Based on current modelling, for the purchase of 360 street properties and the key worker Wembley DMS block:
    - i4B's maximum cumulative loan will be £140m;
    - i4B's maximum working capital will be £6.7m (£7m recommended for contingency);
    - i4B will break even on an annual basis by 2023/24 and break even on an overall basis by 2035/36; and
    - i4B's forecasted 30 year cumulative profit will be £11.4m.

### **3.0 Progress on Implementing 2019/20 Business Plan**

- 3.1 In November 2016, Cabinet agreed to establish a wholly owned investment company – i4B Holdings Limited. The Company was set up to own and manage private rented sector (PRS) properties, in order to support the Council's homelessness agenda.
- 3.2 i4B's Shareholder Agreement states that the Company should produce an annual Business Plan for Shareholder approval. In February 2019, the 2019/20 i4B Business Plan was approved. In the plan, the Shareholder agreed that i4B would seek to grow and diversify its business operations and products to strengthen its balance sheet, spread risk, and increase capacity to do more for Brent. The 2019/20 Business Plan outlined the following strategic priorities:
  - The PRS acquisition programme;
  - The provision of key worker accommodation;
  - Developing a portfolio of new build accommodation working with the Council to develop housing on Council owned land;
  - Developing a portfolio of new build accommodation working with Registered Providers or private sector developers on sites purchased from the market; and
  - Working with the Shareholder to explore options for aligning with First Wave Housing Ltd.
- 3.3 The following reports on progress against these priorities.
- 3.4 PRS acquisition programme:
  - 3.4.1 The 2019/20 Business Plan outlined an ambition to purchase 300 street properties by April 2020 using the phase one loan of £109m. The Business Plan also supported the purchase of an additional 60 street properties by April 2021 using £24m of the phase two loan.

3.4.2 The pace of street property purchases has been slower than envisaged. It is anticipated that the Company will have purchased 280 units by April 2020, 20 short of the 2019/20 target. This shortfall is primarily due to the low volume of properties on the market at a price i4B can pay, and the dominance of leasehold properties in the market.

3.4.3 The Company now purchases properties based on their net yield. A net yield target of 1.22% has been set to support the 30-year business plan. Purchasing against a net yield target has strengthened the Company Business Plan; the net yield of the portfolio has increased from 0.88% in February 2018 to 1.06% in November 2019. However, the higher financial threshold properties must meet has reduced the number of properties on the market that fit the Company's purchasing criteria.

### 3.5 Provision of Key Worker accommodation:

3.5.1 The 2019/20 Business Plan identified an opportunity to work with the Council and a private developer to purchase a block of 153 units. These properties would be let as key worker accommodation at 65% of market rent plus service charge.

3.5.2 Throughout 2019/20, i4B has worked with the Council and the private developer to advance the purchase of the block. It is anticipated that by the start of the 2020/21 financial year, i4B will have purchased the block as part of the wider section 106 agreement between the Council and the private developer.

### 3.6 Developing a portfolio of new build accommodation, working with the Council, Registered Providers, and private sector developers:

3.6.1 The 2019/20 Business Plan identified six Council new build schemes that would be potentially suitable for i4B purchase. i4B has worked with the Council to model these opportunities. However, modelling has been limited as full costs are not available at this time.

3.6.2 i4B is working with the Council to understand plans for future ownership and management of new build homes. The Company understands that if the Council requests the properties be let at London Affordable rent levels, grants would be required (or a discounted sale value), and therefore First Wave Housing, as a registered provider, may be in a better place to purchase and manage the stock.

3.6.3 i4B has also been in contact with registered providers and private developers to explore development opportunities. However, as of yet, nothing has materialised into a viable opportunity.

### 3.7 Alignment with First Wave Housing:

3.7.1 In 2019/20, the Shareholder undertook work to review options for aligning i4B Holdings Ltd and First Wave Housing. It was agreed that aligning the two companies was not viable due to the different structures of the companies.

## 4.0 **2020/21 Business Plan**

4.1 Appendix 1 contains a final draft of the Company's 2020/21 Business Plan. The i4B Board met on 19 December 2019 to agree the business plan.

- 4.2 The Board has considered the 2019/20 Business Plan and five-year forecast against its own performance and external market factors and recommends that the themes of growth and diversification remain the correct priorities. The 2020/21 Business Plan therefore refines these ambitions and gives detail on how the Company plans to spend its phase two loan of £110.5m.
- 4.3 i4B's strategic priorities for 2020/21 are:
- The PRS acquisition programme;
  - The provision of key worker accommodation;
  - Developing a portfolio of new build accommodation working with the Council to develop housing on Council owned land; and
  - Developing a portfolio of new build accommodation working with Registered Providers or private sector developers on sites purchased from the market.
- 4.4 The Company's focus over the next year will be incorporating the new key worker block into its wider portfolio of properties, this will be done in tandem with regular street property purchases. Throughout 2020/21, i4B will carry out further analysis of other local development sites in partnership with developers, registered providers, and the Council with a view to bringing them into its pipeline of properties.
- 4.5 The PRS Acquisition Programme
- 4.5.1 The phase one loan of £109m will be used to purchase 300 street properties. £24m of the £110.5m phase two loan will be used to purchase another 60 street properties.
- 4.5.2 The 2019/20 Business Plan outlined the Company's ambition to use phase two funding to purchase 60 street properties and increase the total portfolio of street properties to 360. The Company maintains this ambition. However, the Company request the shareholder support the following.
- 4.5.3 In the 2019/20 Business Plan, the Shareholder agreed to purchase 220 of the 300 units in phase one within Brent and Greater London. It was agreed that 200 of these would be in Brent. As of December 2019, the Company has 258 properties, 164 of these properties are in Brent. The Company is currently finding it challenging to identify new properties in Brent that meet its purchasing criteria. Therefore, the Company requests that this target be revised to 185 Brent properties. The remaining 35 of the 220 Brent and Greater London properties will be purchased in Greater London. These properties will be purchased in nearby boroughs (Ealing, Hounslow, Barnet, Hillingdon, and Harrow). Letting times are not expected to be significantly impacted. Since April 2018, Greater London properties have been let in 22 days, this is only marginally higher than the Brent average of 18 days. Officers in Housing Needs have confirmed that there will be sufficient demand to let these properties quickly.
- 4.5.4 The 2019/20 Business Plan did not outline where the 60 street properties in phase two would be purchased. The Company will aim to purchase as many properties in Brent as possible. However, the Company would like discretion to

purchase up to 30 of these properties in neighbouring boroughs (Ealing, Hounslow, Barnet, Hillingdon, and Harrow).

- 4.5.5 The Board requests discretion to increase/decrease the amount of street properties purchased depending on the viability of new build schemes.
- 4.5.6 Throughout 2020/21, following recommendations from Housing Needs, i4B will look to increase its stock of adapted properties. i4B will instruct buyers to actively look for level-access properties (buyers will still be instructed to purchase non-adaptable properties). i4B will work in partnership with Housing Needs and Occupational Therapists to ensure properties are suitable.
- 4.5.7 In addition to purchasing street properties, i4B will look to dispose of some of its lower yielding void properties. In July 2018, the Board introduced a higher financial threshold when buying properties based on net yield. Prior to this, the metric that guided purchases was a gross yield. Properties that were purchased using a gross yield, have an average net yield of 0.86%. This is low compared to the portfolio average of 1.06%. Many of these lower yielding properties are in the Home Counties. In order to compensate for these lower yielding properties and be financially viable over 30 years, i4B has set a net yield target of 1.22% for new purchases. The i4B Board proposes that as lower yielding Home Counties properties go void (properties below the average net yield of the portfolio) the Company review whether it would be beneficial to sell the properties, and if so, sell the property and reinvest the capital receipt into a higher yielding London property. Depending on the rate of disposals, this may allow the Company to reduce its net yield target for new acquisitions. This would increase the rate of purchases.

#### **4.6 The provision of key worker accommodation**

- 4.6.1 Phase two loan funding will be used to fund the acquisition of 153 units of accommodation. These units will be let to key workers at 65% of market rate plus service charge.
- 4.6.2 It is anticipated that by the start of the 2020/21 financial year, i4B will have purchased the block of 153 units as part of the wider section 106 agreement between the Council and the private developer. Planned practical completion is scheduled for August 2020 and handover to i4B is scheduled for October 2020.
- 4.6.3 Throughout 2020/21, i4B will work with the Council's Housing Supply and Partnerships team to develop this opportunity as a flagship for key worker accommodation. Key areas of work that will be undertaken in 2020/21 include:
- The procurement of a block management agent. The management agent will be procured by July 2020 to ensure a smooth handover for managing the block in October 2020;
  - The development of an allocation policy;
  - An employer's agent will attend development project meetings on behalf of i4B;
  - Develop and commence an internal and external marketing campaign; and
  - The development of tenancy agreements.

#### **4.7 Developing a portfolio of new build accommodation working with the Council to develop housing on Council owned land**

- 4.7.1 The Company will work with the Council to explore investment opportunities on Council owned land.
- 4.7.2 The Council aims to deliver 1,000 new units of affordable housing per year in Brent, through the various delivery routes. Alongside direct delivery by the Council funded by the Housing Revenue Account and the sale or granting of land for development to Registered Providers, i4B is one of several funding and delivery routes to achieve this target.
- 4.7.3 The Council has identified an internal development programme of approximately 1,300 new units. 817 of these units are for social rent and funded by grant from the Greater London Authority. Throughout, 2019/20 i4B has worked on developing these opportunities. i4B will continue to do this in 2020/21. As mentioned in paragraph 3.6.2, as an RP with access to grant funding First Wave Housing may be a more suitable vehicle to purchase these units from the Council. However, i4B will look to progress suitable opportunities as they arise.
- 4.7.4 As opportunities develop, i4B will review its financial model and tenure offers, to ensure these schemes remain affordable and in keeping with the Council's requirement of 65% of market rents.
- 4.7.5 This is a new way of working for the Company. However, new build purchases will bring social and economic benefits to the Council in the form of increased affordable accommodation and reduced TA spending.
- 4.8 Develop a portfolio of new build accommodation working with Registered Providers or private sector developers on sites purchased from the market**
- 4.8.1 The Company will continue to work with the Council and private sector partners to explore investment opportunities that bring about benefits to the Council.
- 4.8.2 As in 2019/20, the Company will continue to seek out opportunities to partner with registered providers and commercial developers. These partnerships will enable i4B to be more active and intelligent in the market, and increase the Company's ability to respond quickly to market opportunities.
- 4.8.3 i4B is also keen to use the skills of partner organisations to support regeneration initiatives. For example, the Company could work with a smaller Registered Provider or developer to capture opportunities to strengthen the Borough's high streets through selective housing interventions.
- 5.0 Updated Financial Model**
- 5.1 During 2019/20, the financial model was updated to reflect changes in strategy. There are now two models: the Wembley DMS model for block purchases and the i4B total portfolio model, which includes block purchases and street properties. The new Wembley DMS model has been audited and approved by Internal Audit. The output from this feeds into the total i4B model. The total i4B model is based on a previously reviewed i4B model with changes made to reflect block purchases and additional street properties. The updated total i4B model is being reviewed internally within finance to ensure design, calculation

and output are fit for purpose and that the model achieves its aims. Any recommendations will be assessed and implemented.

5.2 Both models require Shareholder approval alongside the Business Plan.

## 6.0 Financial Implications

6.1 i4B is forecast to break-even on a cumulative cash basis in 2036, an improved position of 12 years to the 2019/20 business plan. This is a result of the following:

- the net yield target of 1.2% on street properties providing higher contribution to costs over the 30 year period
- increased street properties to 360 (an additional 60 properties)
- the addition of the Wembley DMS block – forecast to provide higher annual profits from 2023/24 and improve cumulative cash breakeven by four years compared to street properties only.

6.2 i4B is forecast to make a £1m loss for the year in 2019/20 compared to a £0.8m loss in the 2019/20 business plan. This is due to the decision to purchase the Wembley DMS block with upfront costs and zero revenue until 2020/21. The loss is also driven by slower street property purchases in 2019/20 due to market conditions.

6.3 The Wembley DMS block initially increases losses to 2022/23 after which higher profits are forecast annually. Due to higher losses to 2022/23, the Business Plan requests an increase in the cash flow facility from £4m to £7m.

Table 1 – Summary of profit / (loss) forecast to 2024/25

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Street Properties Only</b>						
Profit/(Loss) After Tax	(869,000)	(252,000)	280,000	(98,000)	29,000	178,000
Cumulative Retained Earnings Exd Revaluations	(3,886,000)	(4,138,000)	(3,858,000)	(3,956,000)	(3,927,000)	(3,749,000)
<b>Including Wembley DMS</b>						
Profit/(Loss) After Tax	(1,044,000)	(1,371,000)	(621,000)	(230,000)	162,000	331,000
Cumulative Retained Earnings Exd Revaluations	(4,061,000)	(5,432,000)	(6,053,000)	(6,283,000)	(6,121,000)	(5,790,000)
<b>Difference</b>						
Profit/(Loss) After Tax	(175,000)	(1,119,000)	(901,000)	(132,000)	133,000	153,000
Cumulative Retained Earnings Exd Revaluations	(175,000)	(1,294,000)	(2,195,000)	(2,327,000)	(2,194,000)	(2,041,000)

6.4 The Company requests that the Shareholder approve the below financial modelling. Based on current modelling, for the purchase of 360 street properties and the key worker Wembley DMS block:

- i4B's maximum cumulative loan will be £140m;
- i4B's maximum working capital will be £6.7m (£7m recommended for contingency);
- i4B will break even on an annual basis by 2023/24 and break even on an overall basis by 2035/36; and
- i4B's forecasted 30 year cumulative profit will be £11.4m.

## 7.0 Legal Implications

- 7.1 The adoption of the proposed Business Plan is a matter reserved to the Council as the sole shareholder in i4B Holdings Limited and the intention is to seek Cabinet approval in February 2020.
- 7.2 In the context of the various delivery routes referred to in the report and Business Plan, it should be noted that companies such as i4B, established and solely owned by a council parent, are regarded as “contracting authorities” in their own right for the purposes of the Procurement Regulations 2015 (“PCR”).
- 7.3 As a result, services or works over the relevant EU financial threshold that i4B commissions from another organisation, *even those commissioned from its own parent, or any the partnership arrangements as envisaged in this report* with the Council or other Registered Providers, potentially have to be competitively tendered, unless relevant exemptions available under the PCR apply.
- 7.4 The PCR provides a limited number of specific exemptions including those relating to the pure purchase of land, the purchase of land including existing buildings and other structures, the purchase of land covered with water, and of any estate, interest, easement, or rights in or over land.
- 7.5 i4B will need to be mindful of the need for procurement of development agreements where these are not purely land transactions.
- 7.6 The PCR and its tendering requirements will also apply to any i4B’s partnering proposals involving private capital participation.
- 7.7 It may be possible to structure those of i4B’s arrangements, described above, so as to avoid the application of the PCR altogether. However, to ensure this, legal advice will be required before any proposed arrangements between i4B and the Council or other third party are planned and implemented.
- 7.8 Insofar as any of the financial modelling referred to at para 2.7 represents sums derived from loan funding to i4B from Brent Council, Cabinet has already approved funding of £109m for Phase 1 of its housing delivery arrangements with i4B, a loan facility of up to £110.5m for Phase 2 and a £4m working capital loan in February 2019.
- 7.9 The Council has the statutory power to make loans and its loan to i4B is regarded as an “investment” under local government legislation. Such “investments” are subject to a statutory guidance on local government investments (“The Guidance”) issued under section 15(1) (a) of the Local Government Act 2003. The Guidance, last issued in 2018, defines those practices that a local authority is required to follow when making investment decisions which are based on based on the prudential framework set out in the Local Government Act 2003, the Prudential Code and the Treasury Management Code prepared by CIPFA. The Council should refer to these Guidelines in making the capital loan requested and agreeing drawdowns from the loan facility.
- 7.10 Again, insofar as any of the financial modelling referred to at para 2.7 represents sums derived from loan funding to i4B from Brent Council, State Aid may be a potential issue unless the loan is of a type that falls into the General

Block Exemption (GBER), or of a level that falls below a threshold (*de minimis*) amount or is made on market terms.

- 7.11 The Council and i4B need to ensure that any discretion given to i4B as referred to at Paras. 2.3.3, 4.5.4 and 4.5.5, as regards an increase or reduction of street properties and the disposal of lower yielding properties, is in keeping with any funding conditions to which they are subject.
- 7.12 It is noted that the properties will be let to key workers at 65% of market rate plus service charge. State aid issues can arise when a company is established and the Council resources are used to support it. One way of ensuring that state aid exemption apply in this case would be to ensure that when offering the accommodation at below market value would constitute “social housing for disadvantaged citizens” or “socially less advantaged groups” who due to solvency constraints are unable to obtain housing at market conditions.
- 7.13 i4B Holdings Limited is a wholly-owned local authority company, controlled by the Council, which was established to own and manage private rented sector (PRS) properties, in order to support the Council’s homelessness agenda.
- 7.14 Though i4B owns the out-of-Borough properties referred to in the Report, they ultimately serve the Council’s housing purposes.
- 7.15 The Council exercises a degree of control over disposal of these properties given the requirements of the Shareholder Agreement as to Council consent for disposal.
- 7.16 In exercise of that control, the Council ought to ensure that, the spirit and purpose of section 123 Local Government Act 1972, is complied with, so that any sale of i4B’s out-of-Borough land is for best consideration reasonably achievable by i4B.
- 7.17 Ensuring that i4B achieves full market value for each property sold, will also enable it to ensure that the Council and i4B are state-aid compliant.
- 7.18 This will ensure they have acted in accordance with the Market Economy Investor Principle (“MEIP”) because they will have acted like a private investor selling or leasing land or buildings in similar circumstances. Market value for these purposes is determined by placing the property for sale or lease on the open market and holding an unconditional bidding process.
- 7.19 The market valuation of the property should be independent, value must not be determined in-house services.
- 7.20 The public body must advertise the sale/lease in the national or international press for a period of two months or more, with the advertising sufficient to attract European or international interest. Alternatively, market value determined by one or more independent asset valuers
- 7.21 The buyer must also be free to decide how to use the land or buildings.

## **8.0 Equality Implications**

- 8.1 N/A

**9.0 Any other implications**

9.1 N/A

**10.0 Proposed Consultation with Ward Members and Stakeholders**

10.1 N/A

## **i4B Buisness Plan**

### **1.0 Introduction**

- 1.1 i4B Holdings Ltd (i4B; the Company) was established to reduce homelessness, provide affordable, good quality homes, and invest to deliver regeneration and financial benefits for its sole shareholder, Brent Council (the Council).
- 1.2 The following document is i4B's 2020/21 Business Plan. The Business Plan outlines how the Company will grow and diversify its products and increase its contribution to the Council's ambition of creating a borough with "a future built for everyone, an economy fit for all".
- 1.3 The Business Plan takes the following format:
  - 2.0 Purpose of the Company
  - 3.0 Performance against overall purpose
  - 4.0 Progress Against the Company's 2019/20 Business Plan
  - 5.0 Context for 2020/21 Business Plan
  - 6.0 Proposals for 2020/21
  - 7.0 Appendices
    - A1 Closed Financial Appendix – Financial Implications of Proposals
    - A2 Risk Register
    - A3 Key Performance Indicators

## **2.0 Purpose of the Company**

- 2.1 Between 2010 and 2015, homelessness doubled in Brent. This growth in homelessness was driven by the loss of private rented sector (PRS) tenancies due to affordability issues.
- 2.2 As a response to this challenge, on 14 March 2016, Brent Council's Cabinet approved the Council's Temporary Accommodation (TA) Reform Plan. The plan proposed that the Council set up a private company to acquire a large portfolio of affordable PRS accommodation for letting to homeless households.
- 2.3 In November 2016, Cabinet agreed to establish its wholly owned investment company, i4B Holdings Ltd. The Company was set up with the purpose of acquiring, letting, and managing a portfolio of affordable, good quality PRS properties. Properties would be let to homeless families at Local Housing Allowance (LHA) levels. This would enable the Council to either prevent or discharge its homelessness duty and therefore reduce TA costs.
- 2.4 The Company was allocated an initial PRS phase one loan of £109m to purchase 300 units of private rented sector accommodation by September 2019. The 2018/19 business plan increased this target to 600 units (of which 360 would be street properties) and allocated additional PRS phase two funding of £110.5m. The Company's core business plan anticipates a financial breakeven position over 30 years.
- 2.5 The Company is set up with the following requirements:
- The Company has discretion over the individual properties it acquires provided that:
    - They are in a suitable location for the Council to comply with its duty under the Homelessness Suitability of Accommodation Order 2011;
    - They are within the affordability and yield criteria set out in the Company investment plan and Capital financing agreement with the Council;
    - The rent income will be broadly equivalent to the relevant Local Housing Allowance.
  - The Board of i4B has limited discretion to let properties at discounted market rents, higher than LHA rates, where it is affordable for the tenant household and provides additional funding stability for the Company. The total mix of properties that may be let at greater than LHA rates is 25% of the portfolio, which may be flexed by prior agreement with the shareholder.

### 3.0 Performance against Overall Purpose

- 3.1 Since 2016, i4B has performed well against its purpose. i4B has purchased PRS accommodation and let it to families in TA. i4B has also brought financial savings to the Council.
- 3.2 As of December 2019, i4B has purchased 258 private sector homes and switched the tenure to an affordable PRS product. All properties have been refurbished to a high standard. Table one provides a breakdown of i4B's portfolio and pipeline as of December 2019.

Table one – i4B Portfolio of December 2019

	<b>1b (2b rate)</b>	<b>2b</b>	<b>3b</b>	<b>4b+</b>	<b>All</b>
Purchased properties	32	95	87	44	258

- 3.4 i4B has housed 232 families and 574 children. The majority of these families were previously housed in unsuitable stage one TA.

Table two – Breakdown of families directed to i4B as of December 2019

<b>Previous Accommodation</b>	<b>no. of families</b>	<b>no. of children</b>
Direct to i4B	30	67
Women's Refuge	2	6
TA Stage one – B&B	178	430
TA Stage two – Leased	22	71
<b>Total</b>	<b>232</b>	<b>574</b>

- 3.5 The Council has also received financial benefits from i4B, mainly through reducing the use of TA. The Council saves £1,960 per i4B property purchased and let. However, i4B does incur costs to the Council. After i4B purchases 300 properties, the net saving to the Council per year will be circa £300k. This saving will increase as purchases increase.
- 3.6 The Council has also received the following one off financial benefits:
- PRS phase one loan: loan arrangement fee of £872k and non-utilisation charge of £330k
  - PRS phase two loan: loan arrangement fee of £884k and non-utilisation charge of £408k
- 3.7 However, purchasing has been slower than anticipated. The Company originally aimed to purchase 300 units of accommodation by September 2019. The reduced rate of acquisitions is due to market pressures and the low volume of properties on the market that meet i4B's financial criteria.
- 3.8 In 2019/20, i4B and Brent Council won the *Innovation in Finance* MJ Award.

#### **4.0 Progress against the Company's 2019/20 Business Plan**

4.1 In the 2019/20 Business Plan, the Shareholder agreed that i4B would seek to grow and diversify its business operations and products to strengthen its balance sheet, spread risk, and increase its capacity to do more for Brent. The strategic priorities outlined in the 2019/20 Business Plan were:

- The PRS acquisition programme;
- The provision of key worker accommodation;
- Developing a portfolio of new build accommodation working with the Council to develop housing on Council owned land;
- Developing a portfolio of new build accommodation working with Registered Providers or private sector developers on sites purchased from the market;
- Work with the Shareholder to explore options for aligning with First Wave Housing Ltd.

4.2 The following summarises each of the priorities and reports on progress against these.

#### **4.3 The PRS acquisition programme**

4.3.1 Since its inception, the purchase of street properties has been the main business of i4B. In the 2019/20 Business Plan, the Shareholder agreed that whilst the Company's main focus would be growth and diversification, the purchase of PRS street properties would remain a core part of business.

4.3.2 The 2019/20 Business Plan outlined an ambition to purchase 300 street properties by April 2020 using the phase one loan of £109m. The Business Plan also supported the purchase of an additional 60 street properties by April 2021 using £24m of the phase two loan.

4.3.3 The pace of street property purchases has been slower than envisaged. It is anticipated the Company will have purchased 280 units by April 2020, 20 short of the 2019/20 target. The primary reasons for this are the low volume of properties on the market at a price the Company can pay and the dominance of leasehold properties in the market. This brings complexities such as lease terms, third party freehold ownership, and service charges.

4.3.4 The Company's financial model is highly sensitive to property price, service charges, works costs, and lease costs. The Company now purchases properties based on their net yield. A net yield target of 1.22% has been set to support the 30-year business plan. Purchasing against a net yield target has strengthened the Company business plan; the net yield of the portfolio has increased from 0.88% in February 2018 to 1.06% in November 2019. However, the higher financial threshold properties must meet has reduced the number of properties on the market that fit the Company's purchasing criteria.

4.3.5 The Company now has a better understanding of the market and the volume of properties it can realistically purchase. The rate of acquisitions is stable at around five per month. The Company is exploring ways it can proactively increase purchases.

4.3.6 Performance in other areas of the street property business is stable and at business plan targets. Refurbishment, letting, housing management, and rent collection performance are all broadly at business plan levels.

#### **4.4 The provision of key worker accommodation**

- 4.4.1 The key focus of the 2019/20 Business Plan was diversifying i4B's products. It was agreed with the Shareholder that one route of diversification would be the development of a key worker rent offer. This links to the Council's wider commitment to support other public sector organisations to recruit and retain employees in Brent.
- 4.4.2 The Business Plan identified an opportunity to work with the Council and a private developer to purchase a block of 153 units. These properties would then be let as key worker accommodation at 65% of market rent plus service charge.
- 4.4.3 Throughout 2019/20, i4B has worked with the Council and a private developer to advance this opportunity. It is anticipated that by the start of the 2020/21 financial year i4B will have purchased the block, as part of the wider section 106 agreement between the Council and the private developer.
- 4.4.4 In 2019/20 the Council's Housing Supply and Partnerships Team commissioned a piece of research to understand demand for key worker accommodation in Brent, how it should be targeted, and rent levels that are proportionate to salaries of key workers in Brent. i4B has worked closely with the Housing Supply and Partnerships Team throughout this research.
- 4.5 Developing a portfolio of new build accommodation working with the Council to develop housing on Council owned land**
- 4.5.1 In 2019/20 the Shareholder agreed that i4B would work with the Council to deliver a large number of affordable units in Brent within a short period.
- 4.5.2 The Council aims to deliver 1,000 new units of affordable housing per year in Brent, through the various delivery routes, including i4B. In 2019/20, 265 units over six schemes were considered suitable for purchase by i4B. These schemes would be completed between 2020 and 2023.
- 4.5.3 Throughout 2019/20, the Council has worked on developing these opportunities. i4B has modelled the financial viability of the schemes. However, modelling has been limited as full costs are not available at this time.
- 4.5.4 The Company is working with the Council to understand the Council's plans for future ownership and management of new build homes. The Company understands that if the Council requests the properties be let at London affordable rent levels, grants would be required (or a discounted sale value) and therefore First Wave Housing, as a registered provider of social housing, may be in a better place to purchase and manage the stock.
- 4.6 Developing a portfolio of new build accommodation working with Registered Providers or private sector developers on sites purchased from the market**
- 4.6.1 The 2019/20 Business Plan outlined that the Company would increase acquisitions by working with registered providers and private sector developers. This would involve i4B entering into an agreement with partners to increase its capacity to deliver a large number of affordable units in borough within a short period.
- 4.6.2 Throughout 2019/20, i4B has been in contact with a number of registered providers and private developers to explore development opportunities. However, nothing has materialised into a viable opportunity.
- 4.7 Work with the Shareholder to explore options for aligning with First Wave Housing Ltd**

- 4.7.1 The 2019/20 Business Plan outlined that the Shareholder would look at the optimum structure for Council-owned housing companies, including i4B Holdings Ltd and First Wave Housing Ltd (FWH). This would involve reviewing options for aligning the two companies.
- 4.7.2 In 2019/20, the Shareholder undertook this work. It was agreed that aligning the two companies was not viable due to the different structures of the companies.

## **5.0 Context for 2020/21 Business Plan**

5.1 This section outlines the contextual factors that need to be considered and how they potentially affects i4B. These include, but are not limited to:

- the state of the housing market;
- the 2019 General Election;
- Brexit;
- current demand and housing need within Brent;
- the key risks the Company currently faces.

5.2 These factors have influenced the proposals outlined in section six.

### **5.3 The housing market**

5.3.1 The volume of properties on the market is declining. Furthermore, the number of properties that met i4B's financial criteria is low. It is likely that purchasing will become increasingly difficult in 2020/21.

5.3.2 Analysis from Rightmove states that the number of homes for sale has fallen at the fastest rate in a decade.<sup>1</sup> This comes alongside surveys from Nationwide, suggesting that UK house price growth continues to slow, whilst the UK navigates political and economic uncertainty.<sup>2</sup> In June 2019, the annual house price change in Brent stood at -4.1%.

5.3.3 The London Borough of Brent Strategic Housing Market Update provided a comparison between the Brent housing market and the rest of Greater London. It noted that:

- The increase in lower quartile house prices over the previous five years has been less than for Greater London as a whole, though the lower quartile house price remains higher than for Greater London;
- Average monthly rents are lower than for Greater London as a whole;
- Affordability remains worse than for Greater London;
- Overcrowding remains an issue as it is higher than for Greater London;
- Housing delivery relative to stock has decreased, but remains higher than for Greater London.

5.3.4 In July 2019, The Brent Council Property Team carried out an analysis of the Brent property market using Zoopla. This revealed that in July 2018, there were 3,185 properties on the market in Brent, this dropped to 2,770 in July 2019, a reduction of 415 properties. Of this 2770, eight properties were suitable for i4B purchasing. It is worth noting that i4B purchases are typically identified through direct contact with agents, as opposed to using websites such as Zoopla.

### **5.4 2019 General Election**

5.4.1 Following the December General Election, the United Kingdom now has a Conservative majority government.

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<sup>1</sup> The Guardian, *Fall in UK House Prices*, <https://www.theguardian.com/business/2019/nov/18/fall-in-uk-house-prices-as-election-keeps-homes-off-the-market>

<sup>2</sup> BBC News, *UK House price growth low for a year, says Nationwide*, [https://www.bbc.co.uk/news/business-50585528?intlink\\_from\\_url=https://www.bbc.co.uk/news/topics/cdl8n2edgj5t/housing-market&link\\_location=live-reporting-story](https://www.bbc.co.uk/news/business-50585528?intlink_from_url=https://www.bbc.co.uk/news/topics/cdl8n2edgj5t/housing-market&link_location=live-reporting-story)

5.4.2 This change in Parliamentary arithmetic has implications for the housing sector. Housing policies promised in the 2019 Conservative manifesto include:

- The building of at least a million homes over the next five years;
- Offering more homes to local families, allowing councils to use developers' contributions through the planning process to discount homes by a third for local people, who otherwise could not afford to buy in the area;
- Extending the housing association Right to Buy pilot across the country;
- Continued rollout of Universal Credit;
- Continued commitment to the Conservative promise to end no-fault evictions.
- Reforms to leasehold purchases, including the implementation of a ban on the sale of new leasehold homes, and restricting ground rents to a peppercorn.
- 'Lifetime' deposits for the private rented sector.
- A Social Housing White Paper.

5.4.3 These policies have the potential to impact i4B's operations. The proposed reforms to leasehold purchases, in particular the restriction of ground rents to a peppercorn rate, has the potential to save i4B costs.

## **5.5 Brexit**

5.5.1 The UK economy contracted by 0.2% in quarter two of 2019.<sup>3</sup> This has been partially attributed to uncertainty around Brexit and the potential for the UK leaving the EU without a deal.

5.5.2 It is generally thought that Brexit will lead to a fall in housing prices. If the UK were to leave without a deal, the fall would be more dramatic. KPMG has predicted that house prices would fall by around 6% following a no-deal Brexit, but that they could drop by as much as 20% in a worst-case scenario. Any anticipated fall in house prices will allow i4B to purchase properties at lower prices.

5.5.3 i4B has ambitions to purchase new build accommodation. Brexit could lead to increased costs in this area. Tariffs will increase the cost of materials and therefore increase construction costs. Furthermore, there is already a shortage of building workers. Reduced EU migration will increase this shortage and thus adversely affect the speed and cost of housebuilding.

## **5.6 Demand and housing need in Brent**

5.6.1 Since 2016, i4B has been housing Council homelessness nominees. Demand from the Housing Needs Service has been for i4B to purchase two and three bedroom properties in Brent. Table three gives a breakdown of all post Localism Act accepted households that are eligible for i4B stock.

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<sup>3</sup> Chartered Institute of Housing, *2019 UK Housing Review: Autumn Briefing Paper*.

Table three – Total number of households in all TA schemes (families & non-families)

Household Type	Number of Households in TA
One Bed	76
Two Bed	456
Three Bed	407
Four Bed	127
Five Bed +	43
<b>Total</b>	<b>1109</b>

- 5.6.2 i4B focuses its purchasing on housing families in unsuitable TA such as bed and breakfast and annex accommodation. A breakdown can be seen in Table four.

Table four – Total number of households in B&B and Annex TA (families & non-families)

Household Type	Households in B&B and Annex TA
One bed	39
Two bed	33
Three bed	28
Four bed +	11
<b>Total</b>	<b>111</b>

- 5.6.3 However, demand from Housing Needs is changing. The most difficult cohort of homeless families to accommodate are families who require adapted properties due to a disability. There are currently 14 difficult to house families in need of an adapted property.

- 5.6.4 The bespoke nature of i4B properties is one of the main values of i4B. Housing Needs has recommended that a focus of i4B's PRS Acquisition Programme should be increasing the supply of adapted properties.

## 5.7 Risk context

- 5.7.1 The Company presently faces a number of risks. There are three live issues. Firstly, the number of properties on the market that meet the Company's financial criteria is limited, this has reduced the rate of purchasing and therefore rental income. The second risk is that the period it takes to purchase properties is longer than the SLA target of 13 weeks. Again, this reduces the amount of rental income the Company receives. Finally, rent collection rates are not at business plan targets of 95%. Financial modelling has been amended to reflect these live issues.

- 5.7.2 Other key risks include:

- Performance declining in refurbishment times due to an inconsistent supply of properties; and
- Cash flow is insufficient to manage expenditure.

- 5.7.3 Mitigating measures are in place to help to minimise the impact of all risks. The full Company risk register can be seen in Appendix two.

## **6.0 Proposals for 2020/21**

- 6.1 The Company has considered contextual factors, its performance, and its financial position, and recommends that the themes of growth and diversification identified in the 2019/20 Business Plan remain the correct priorities for 2020/21. Through growth and diversification, the Company can provide a wider range of affordable housing products to a greater cohort of Brent residents and therefore increase its contribution towards the Council's strategic theme of 'a future built for everyone, an economy fit for all'.
- 6.2 The Company's focus over the next year will be incorporating the new key worker block into its wider portfolio of properties, this will be done in tandem with regular street property purchases. Throughout 2020/21, i4B will carry out further analysis of other local development sites in partnership with developers, registered providers, and the Council with a view to bringing them into its pipeline of properties.
- 6.3 The Company's strategic priorities for 2020/21 are:
- The PRS acquisition programme;
  - The provision of key worker accommodation;
  - Developing a portfolio of new build accommodation working with the Council to develop housing on Council owned land; and
  - Developing a portfolio of new build accommodation working with Registered Providers or private sector developers on sites purchased from the market.
- 6.4 The Company anticipates the purchase of 280 street side properties by April 2020 using circa £101m of the £109m phase one loan. The remainder of the phase one loan will be used to purchase 20 street properties in 2020/21. The phase two loan of £110.5m will be used to fund the block purchase, new site development purchases, and additional street side property acquisitions.
- 6.5 The Company remains committed to increasing its portfolio to 600 units by 2024. This includes 360 street properties, 153 units of key worker accommodation, and 87 new build units.

### **6.6 The PRS Acquisition Programme**

- 6.6.1 Summary: The phase one loan of £109m will be used to purchase 300 street properties. £24m of the £110.5m phase two loan will be used to purchase another 60 street properties.
- 6.6.2 The 2019/20 Business Plan outlined the Company's ambition to use phase two funding to purchase 60 street properties and increase the total portfolio of street properties to 360. The Company maintains this ambition. However, the Company request the shareholder support the following proposals.
- 6.6.3 In the 2019/20 Business Plan, the Shareholder agreed to purchase 220 of the 300 units in phase one within Brent and Greater London. It was agreed that 200 of these would be in Brent. As of December 2019, the Company has 258 properties, 164 of these properties are in Brent. The Company is currently finding it challenging to identify new properties in Brent that meet its purchasing criteria. Therefore, the Company requests that this target be revised to 185 Brent properties. The remaining 35 of the 220 Brent and Greater London properties will be purchased in Greater London. These properties will be purchased in nearby boroughs (Ealing, Hounslow, Barnet, Hillingdon, and Harrow). Letting times are not

expected to be significantly impacted. Since April 2018, Greater London properties have been let in 22 days, this is only marginally higher than the Brent average of 18 days. Officers in Housing Needs have confirmed that there will be sufficient demand to let these properties quickly.

- 6.6.4 The 2019/20 Business Plan did not outline where the 60 street properties in phase two would be purchased. The Company will aim to purchase as many properties in Brent as possible. However, the Company would like discretion to purchase up to 30 of these properties in neighbouring boroughs (Ealing, Hounslow, Barnet, Hillingdon, and Harrow).
- 6.6.5 The Board requests discretion to increase/decrease the amount of street properties purchased depending on the viability of new build schemes.
- 6.6.6 Throughout 2020/21, following the recommendations from Housing Needs outlined in paragraph 5.6.4, i4B will look to increase its stock of adapted properties in line with demand. i4B will instruct buyers to actively look for level-access properties (buyers will still be instructed to purchase non-adaptable properties). i4B will work in partnership with Housing Needs and Occupational Therapists to ensure properties are suitable.
- 6.6.7 In addition to purchasing street properties, i4B will look to dispose of some of its lower yielding void properties. In July 2018, the Board introduced a higher financial threshold when buying properties based on net yield. Prior to this, the metric that guided purchases was a gross yield. Properties that were purchased using a gross yield have an average net yield of 0.86%. This is low compared to the portfolio average of 1.06%. Many of these lower yielding properties are in the Home Counties. In order to compensate for these lower yielding properties and be financially viable over 30 years, i4B has set a net yield target of 1.22% for new purchases. The i4B Board proposes that when lower yielding Home Counties properties go void (properties below the average net yield of the portfolio), the Company review whether it would be beneficial to sell the properties, and if so, sell the property and reinvest the capital receipt into a higher yielding London property. Depending on the rate of disposals, this may allow the Company to reduce its net yield target for new acquisitions. This would increase the rate of purchases.

## **6.7 The provision of key worker accommodation**

- 6.7.1 Phase two loan funding will be used to fund the acquisition of 153 units of accommodation. These units will be let to key workers at 65% of market rate plus service charge.
- 6.7.2 It is anticipated that by the start of the 2020/21 financial year, i4B will have purchased the block of 153 units as part of the wider section 106 agreement between the Council and the private developer. Planned practical completion is scheduled for August 2020 and handover to i4B is scheduled for October 2020.
- 6.7.3 Throughout 2020/21, i4B will work with the Council's Housing Supply and Partnerships team to develop this opportunity as a flagship for key worker accommodation. Key areas of work that will be undertaken in 2020/21 include:
- The procurement of a block management agent. The management agent will be procured by July 2020 to ensure a smooth handover for managing the block in October 2020;
  - The development of an allocation policy;
  - An employer's agent will attend Development project meetings on behalf of i4B;
  - Develop and commence an internal and external marketing campaign; and
  - The development of tenancy agreements.

**6.8 Developing a portfolio of new build accommodation working with the Council to develop housing on Council owned land**

- 6.8.1 Summary: The Company will work with the Council to explore investment opportunities on Council owned land.
- 6.8.2 The Council aims to deliver 1,000 new units of affordable housing per year in Brent, through the various delivery routes. Alongside direct delivery by the Council funded by the Housing Revenue Account and the sale or granting of land for development to Registered Providers, i4B is one of several funding and delivery routes to achieve this target.
- 6.8.3 The Council has identified an internal development programme of approximately 1,300 new units. 817 of these units are for social rent and funded by grant from the Greater London Authority. Throughout, 2019/20 i4B has worked on developing these opportunities. i4B will continue to do this in 2020/21. As mentioned in paragraph 4.5.5, as an RP with access to grant funding First Wave Housing may be a more suitable vehicle to purchase these units from the Council. However, i4B will look to progress suitable opportunities as they arise.
- 6.8.4 140 units over four schemes are considered suitable for purchase by i4B. As these opportunities develop, i4B will review its financial model and tenure offers, to ensure these schemes remain affordable and in keeping with the Council's requirement of 65% of market rents.
- 6.8.5 This is a new way of working for the Company. However, new build purchases will bring social and economic benefits to the Council in the form of increased affordable accommodation and reduced TA spending.

**6.9 Develop a portfolio of new build accommodation working with Registered Providers or private sector developers on sites purchased from the market**

- 6.9.1 Summary: The Company will continue to work with the Council and private sector partners to explore investment opportunities that bring about benefits to the Council.
- 6.9.2 As in 2019/20, the Company will continue to seek out opportunities to partner with registered providers and commercial developers. These partnerships will enable i4B to be more active and intelligent in the market, and increase the Company's ability to respond quickly to market opportunities.
- 6.9.3 i4B is also keen to use the skills of partner organisations to support regeneration initiatives. For example, the Company could work with a smaller Registered Provider or developer to capture opportunities to strengthen the Borough's high streets through selective housing interventions.

**Appendix 1 – Closed Financial Appendix**

*Please refer to the i4B Closed Financial Appendix document.*

## Appendix 2 – Risk Register

Risk	Business plan assumption	Risk Type	Likelihood (/5)	Impact (/5)	Risk Score (/25)	Mitigation
Business plan rent collection rates are not achieved and bad debt exceeds business plan assumptions.	The business plan assumes a rent collection rate of 95% of rent for 2020/21 and then 98.5% from thereafter. It also assumes 2% bad debt. The potential consequences of this risk materialising is that the company's income is insufficient to cover its expenditure.	Financial	Live Issue			<p>This remains a live issue. However, following weekly monitoring of rent reports, serving breach of contract notices, and a workshop to formulate an income collection action plan, rent collection has improved for seven consecutive months. It is now 94.19% in December 2019.</p> <p>The company is seeking to diversify its products to introduce new customers with different household income profiles than PRS customers. The introduction of new products and some new build properties with higher yields may mitigate a slightly lower rent collection rate.</p> <p>The 2019/20 Business Plan states that rent collection should achieve 95% for the first year and 98% thereafter. The key worker block has an additional risk that the letting period will be lengthened to ensure the brand is maintained and potential customers can be vetted. Properties on schemes should be phased.</p>

<p>The pipeline of properties is slower than the SLA target</p>	<p>The SLA has a target of 13 weeks for properties to be purchased from approval at the PRS panel.</p> <p>The potential impact of this risk is on i4B's cash-flow; the company pays for the loan facility when it is not being used although this charge increases once funds are drawn down, and rental income is its only source of funding.</p>	<p>Financial &amp; achieving operational objectives</p>	<p>Live Issue</p>	<p>i4B is working with teams across the Council to improve performance. i4B has weekly meetings with property, legal, refurbishment, and housing needs to monitor performance.</p>
<p>There is an insufficient volume of properties on the market that meet i4B's financial criteria.</p>	<p>The programme assumes 360 by April 2021.</p> <p>The potential impact of this risk is on i4B's cash-flow; the company pays for the loan facility when it is not being used although this charge increases once funds are drawn down, and rental income is its only source of funding.</p>	<p>Financial &amp; achieving operational objectives</p>	<p>Live Issue</p>	<p>i4B intends to offset properties that cannot be achieved through open market purchase by working with the Council and developers to deliver new build properties / block purchase properties.</p> <p>i4B is also looking at ways to increase property purchases. It is liaising with local RPs, putting out marketing to local property owners, and exploiting options to reduce costs.</p>

Void periods exceed business plan.	<p>The business plan assumes 1.5% void loss. The business provides an additional allowance of 90 days for refurbishment following the purchase of a property.</p> <p>The potential consequences of this risk materialising is the company has fewer properties able to receive rent and therefore income would reduce whilst expenditure potentially increases. Additional costs such as council tax costs to the company increase during void periods.</p>	Financial	1	3	3	<p>i4B has built the requirement to cooperate to ensure void periods are minimised into the contracts with housing management and void contractors. i4B has weekly meetings with the council's housing needs team who are responsible for nominating tenants. i4B is working with the council to ensure purchases are in line with the council's customer profile and sustainable tenancy requirements. i4B will review the nominations agreement at client/company meetings. i4B will be disposing of lower yielding properties in the Home Counties, these properties usually sit void for longer than London properties.</p> <p>All future properties will be purchased in London where demand is higher.</p> <p>i4B has set up weekly calls with housing management contractors to ensure the re-let period for voids is minimised.</p>
There is a risk that i4B is deemed to have failed a statutory H&S obligations as a landlord	<p>The SLA places a requirement on the Council to deliver this function, but is unable to transfer the risk of non-compliance with legislation e.g. H&amp;S, gas safety etc.</p> <p>Failure to comply with H&amp;S requirements increase the opportunity for hazards including the causing of death. The ultimate penalty for failure to abide by statutory H&amp;S requirements is imprisonment of the Chair of the Board.</p>	Financial & reputational	1	5	5	<p>Contracts cover compliance requirements including gas servicing. Only suitably qualified people will be employed to deliver works. Monthly monitoring and KPI reports include some key aspects including gas, complaints and customer satisfaction.</p> <p>BHM Property Services are implementing a new Asset register which will improve ability to monitor / plan compliance activities.</p> <p>BHM Property Services have a team that works solely on properties' compliance with regulations.</p> <p>BHM Property Services have carried out self-assessments looking at compliance with regulatory standards.</p>

There is a risk that i4B is deemed to have failed a statutory requirement in its corporate role	<p>The company must comply with regulatory and best practice requirements around its own management and governance such as annual accounts, returns to companies house, and other regulatory bodies such as the Housing Ombudsman.</p> <p>The consequences of other statutory failures may be fines and/or reputational damage to i4B.</p>	Financial & Reputational	1	5	5	<p>The Board is putting in place suitable policies and procedures to ensure regulatory compliance, e.g. escalation policy, schemes of delegation, risk management, internal audit arrangements. Support for company governance is included within the company's core SLA with the Council.</p>
The business plan does not diversify its products	<p>The current business plan is primarily based on a Private Rented Sector (PRS) property owner model with permission to provide some market rent.</p> <p>The potential consequences of this risk materialising is the company may find its income and rent collection rate is more vulnerable to impacts of legislation including changes in housing benefit.</p>	Financial & achieving operational objectives	1	1	1	<p>i4B continues to seek to diversify its product range to provide resilience to changes in the rental market. However, the inherent risk within the business plan has been minimised by the 3% increase in LHA rates in 2019/20.</p> <p>The financial plan relating to 300 units does not make any growth assumptions. As the current business is a going concern over 30 years, the risks relating to diversification are less critical. The key worker block will be added to i4B's portfolio from Q1 2020.</p>

<p>The cost to deliver i4B services exceeds business plan assumptions</p>	<p>There are a number of key assumptions built into the business plan and the setting of the Net Yield %. These cost assumptions include: housing management services; repair and maintenance; insurance; contracts and service level agreements; major refurbishment programmes; and debt finance arrangements. As the business grows, cost assumptions may change and new costs may be encountered. For example, Housing Management for 153 Key worker properties may be at a premium.</p> <p>There is a risk that property price inflation reduces the average yield and increases average purchase prices. The potential consequences of this risk is that the acquisition programme would slow down. The Company would also be weaker as there would be fewer properties to spread fixed costs between. The company's loan facility would continue to incur costs to the company.</p> <p>The potential consequences of this risk materialising is the company's expenditure cannot be met by its income.</p>	Financial	2	3	6	<p>A review of business plan assumptions will take place bi-annually and will be reported to the Board. Should additional costs be noted, options will be considered to reduce cost through contract management renegotiation, eliminating the cost where the minimal property standard can be amended. It would be possible to reduce the volume of units purchased but seek higher net yield margins on each property. The company is seeking to introduce additional products with higher yields to blend the overall yield, for example new build blocks purchased from the Council.</p> <p>Company budget and spend are reported and monitored at monthly Board meetings to ensure the Company is operating within budget.</p> <p>For the 153 key worker properties, housing management costs will be built into the purchase price. Economies of scale for repairs and housing management should be achieved as the business grows.</p> <p>i4B continue to purchase higher yielding street properties above 1.22%.</p> <p>Property price inflation is difficult to mitigate due to limited control of market conditions, however it will continue to be monitored closely. i4B's business operates on 300 properties at 1.22% net yield. All new build properties will be expected to achieve between 1.3% and 1.7% net yield in the long term. i4B are not obliged to purchase any new build units under its target new build yield.</p>
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Interest rates increase impacting on new loans taken out by the Company	Interest rate risk exists from current time to all new property purchases until all property purchases have been complete under the current business plan. This means if PWLB rates increase, interest cost will increase on all new purchases made after the rate increase. Alternatively, if rates fall, interest on future purchases will fall.	Financial	4	2	8	<p>The phase 2 loan and extended working capital requirement (to accommodate the key worker block purchase) have been modelled at 3.25% to reflect the higher PWLB rates expected in the next few years. This is 0.25% higher than the current rate to be prudent and provides contingency in the model.</p> <p>After a purchase is made, the PWLB rate for that capital drawdown is fixed over the period, therefore no further interest rate risk going forward.</p>
LHA rates fall below business plan assumptions	<p>The business plan assumes LHA rates will be frozen until 2021 and then increase at 1% per annum. The business plan assumes 600 LHA rates and 153 key worker rents.</p> <p>The potential consequences of this risk materialising is the company's income will be less than its anticipated expenditure.</p>	Financial	1	3	3	<p>The 3% increase in LHA rates from 2018 and 2019 is well ahead of business plan assumptions, and all other factors being equal, would remain so for several years. The company is seeking to diversify its products to introduce new customers with different household income profiles than exiting PRS / LHA customers. Ultimately, properties that could not achieve the expected yield because of the LHA cap / inability to let out under different terms, could be sold to release capital, especially over the medium- and long-term when asset appreciation should create surplus capital. Planned increase for 2020/21 business plan is a planned 2.6% on properties let at LHA rates.</p>

Due to affordability the demand for the location of properties purchased varies from the business plan	<p>The business plan assumes that: phase 1 – 220 properties purchased in Brent &amp; Greater London, 80 in the Home Counties; phase 2 – up to 60 properties purchased in Brent and Greater London.</p> <p>If demand for the properties in Brent reduces i4B may have to purchase more Home Counties properties. Properties in Brent have performed better financially and have been easier to manage.</p>	Financial & achieving operational objectives	1	2	2	These risks are managed through the yield and ensuring demand is high. The business plan anticipates all new homes will be in Brent. Therefore the more challenging out of Brent properties in terms of housing management and rent collection are already purchased and managed within the current risk levels. The scale of growth should act to reduce further the risks associated with out of borough lets.
The refurbishment period exceeds SLA target	<p>The SLA has a target of 70 days for the first 100, 64 days for the 2nd 100 and 56 days for the 3rd 100 units.</p> <p>The potential consequences of this risk materialising is properties are unable to be let and remain void for longer than envisaged. The loan cost will not be met by rental income which will mean cash flow requirements increase and expenditure such as council tax liabilities increase.</p>	Financial & achieving operational objectives	2	4	8	<p>The Board monitor refurbishment KPIs at their monthly Board meeting. Weekly meetings take place at the operational level between i4B and the council's refurbishment service. Quotes for works are provided to i4B prior to properties being purchased. i4B could encourage the council through the SLA to introduce additional refurbishment teams or processes. The programme of purchases could be slowed to keep pace with refurbishment capacity.</p> <p>Early issues with the Refurbishment process have been addressed and now performance is within the KPI.</p> <p>The risk likelihood has been increased, as refurbishment performance slipped in late 2019/20 due to the inconsistent flow of properties. As a result, the Council has changed void contractor. Weekly meetings are taking place.</p>

<p>The nominations process exceeds the SLA target.</p>	<p>The business plan assumes 90 days for the refurbishment and lettings process.</p> <p>The potential consequences of this risk materialising is properties are unable to be let and remain void for longer than envisaged. The loan cost will not be met by rental income which will mean cash flow requirements increase and expenditure such as council tax liabilities increase.</p> <p>It is likely that the handover of new build schemes will cause challenges as to the number of suitable customers available immediately.</p>	<p>Financial &amp; achieving operational objectives</p>	<p>3</p>	<p>3</p>	<p>6</p>	<p>The Board monitor nomination KPIs at their monthly Board meeting. Weekly meetings take place at the operational level between i4B and the council's housing needs service. The programme of purchases could be slowed to keep pace with council demand from customers likely to be requiring emergency accommodation.</p> <p>i4B no longer purchases hard to let Home Counties properties. All remaining properties will be purchased in Brent and Greater London. Therefore, lettings performance should improve.</p> <p>For new build schemes the company may need to develop alternative short term letting strategies to prevent voids prior to the first letting. The net yield calculator should also anticipate difficulties. Schemes should be managed to provide a steady a stream of properties and avoid too many units being handed over at any one time. New approaches required for nominations and lettings teams. The key worker block assumes a prudent estimate of 50% void for year 1.</p>
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Company cash flow (capital and revenue) is insufficient to manage expenditure	<p>i4B has commenced a large acquisition and refurbishment programme. The 2020/21 Business Plan outlines plans to increase the Company's portfolio to over 600 units in the next for years. The period between purchase and letting requires significant financial resources. The business plan assumes an average of 90 days for property refurbishment and letting from the point of purchase. i4B's revenue account also requires an element of cash flow support to manage expenditure until it creates a surplus through rent.</p> <p>The potential consequences of this risk materialising is the company becomes insolvent.</p>	Financial	2	5	10	<p>i4B is monitoring SLA performance to deliver capital works and refurbishments within business plan requirements. i4B is focusing on reducing the amount of time taken during refurbishment and letting to maximise rental income. The Council has approved a cash flow facility of up to £4m and modelling is being undertaken to assess if this will be sufficient to meet i4B working capital requirements. i4B will monitor cash flow requirements at its monthly meetings and with the shareholder at client/company meetings.</p> <p>The Shareholder has increased the cash flow facility to £4 million because Company losses have been forecasted to be higher than originally anticipated.</p> <p>A business modelling exercise was undertaken in late 2019 which confirmed that the Company finances were sound. Modelling on the key worker block has confirmed that if business plan assumptions are met then cash-flow will not be an issue.</p>
There is a risk that there is a permanent downward adjustment of house prices		Financial	2	4	8	<p>Difficult to mitigate as limited control of market conditions; i4B will continue to monitor closely.</p>

There is a risk of Fraud to the company	The Company faces a range of fraud risks. Fraud could result in a loss of income and/or reputational damage to the company and the Council	Fraud	1	3	6	An internal audit into the fraud risks the company faces was carried out in 2018. Actions from the audit have since been implemented. The Board will review fraud risks on an annual basis.
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### Appendix 3 – Key Performance Indicators

KPI No	KPI	Measure	2020/21 Business Plan <i>Targets in weeks or calendar days</i>	Monitoring Period	KPI Owner
1	Net Property Yield.	Takes into account purchase price and LHA rate plus one off purchase costs and ongoing annual costs.	1.22%		
2	Average portfolio purchase price.	The average cost of a portfolio property including works, SDLT, fees and VAT.	£363,000	Monthly	i4B
3	Maximum equity share held by LB Brent.	The proportion of equity held by LB Brent in relation to the total loan provided to i4B.	23% (maximum)	Quarterly	LB Brent - Finance
4	Business modelling exercises undertaken	The number of business modelling exercises undertaken and reported to the Board.	6 per year (minimum)	Quarterly	LB Brent - Finance
5a	Property Negotiation – PRS panel to instructing legal	The average number of calendar days in the reporting period between PRS panel instruction to property instructing legal. Activity in this period includes the negotiation of property price and the vendor's acceptance of offer.	60	Monthly	LB Brent – Property

5b	Instructing Legal – Legal reporting to property	The average number of calendar days between property instructing legal to legal reporting to property. Activity included in this period includes legal due diligence and title reporting.	85	Monthly	LB Brent - Legal
5c	Legal reporting to property – DA approval agreed	The average number of calendar days between legal reporting to property to delegated approval agreed. Activity during this period includes delegated authority approval.	18	Monthly	LB Brent – Property
5d	DA approval – Keys handed to refurbishment	Period in calendar days between delegated authority approval to the purchase of the property including the period taken to provide keys/handover pack to refurbishment.	18	Monthly	LB Brent – Property
5e	Instruction to keys	Period in calendar days between property instructing legal to the purchase of the property including the period taken to provide keys/handover pack to refurbishment.	130	Monthly	LB Brent – Property Legal

6a	PRS acquisitions	Number of PRS street properties purchased by the property team.	280 by 31 <sup>st</sup> March 2019, 360 by 31 <sup>st</sup> March 2020	Monthly	LB Brent - Property
7	Acquisitions – location	The number of units in different locations as specified in the business plan.	220 Brent and Greater London by 2021.	Monthly	LB Brent – Property
8	Period between acquisition to property first being let.	Activity in this period includes property refurbishment and letting.	90	Monthly	LB Brent – Property
9	Refurbishment	Period in calendar days from receiving keys/handover pack from property to i4B receiving an electronic copy of a refurbishment handover checklist which is compliant with i4B requirements. This period includes quotes, works & certification.	66	Monthly	LB Brent – BHM
10a	Letting in-borough	Period in calendar days from notification of a fully compliant handover from i4B following refurbishment to the property first being let.	14	Monthly	LB Brent – Housing Needs
10b	Letting out-borough	Period in calendar days from notification of a fully compliant handover from i4B following refurbishment to the property first being let.	35	Monthly	LB Brent – Housing Needs

11	Number of lets in the period.	Number of new tenancy sign ups in the month.	In line with PRS Programme assumptions.	Monthly	LB Brent – Housing Needs
12	Number of property refusals by nominees leading to discharge of duty.	Customers approved by LB Brent as homeless who refused i4B accommodation and where the council formally discharged their duty.	No target.	Monthly	LB Brent – Housing Needs
13	Number of Voids	Any property not occupied by a tenant. Snapshot as of the last day in the month.	No target.	Monthly	i4B
14	Void loss	% of property void days as a proportion of 100% portfolio occupation.	1.5%	Quarterly	i4B
15	Bad Debt	Income written off by the i4B Board due to bad debt, in particular arrears.	2%	Quarterly	i4B
16	Rent Collection	Rent collected as a % of rent due. This is measured on a 4 weekly cycle in line with BACs payments to i4B.	98.5%	Monthly	Housing Management Agents – Pinnacle, Mears, BHM
17	Rent arrears action	Evictions.	No target	Monthly	Housing Management Agents – Pinnacle, Mears, BHM
18	Customer Satisfaction	Annual Survey	80% satisfied with the condition of the property.	Annual	i4B

19	Customer Satisfaction	Annual Survey	80% satisfied with the management of the property.	Annual	i4B
20	Customer Satisfaction	Annual Survey	80% satisfied with the repairs service.	Annual	i4B
21	Customer Satisfaction	Survey Participation	1/3 of customers surveyed annually (minimum).	Annual	i4B
22	Complaints	Complaints resolved through management agents agreed procedures.	100% resolved	Quarterly	Housing Management Agents – Pinnacle, Mears, BHM
23	Ombudsman decisions upholding a complaint	A decision by a statutory body upholding a complaint made by a customer, contractor, employee or member of the public.	None	Quarterly	i4B
24	% of Portfolio properties home visited	3 property visits are required in the first year of a letting. 2 property visits are required for each subsequent year. % of property visits completed in relation to the properties under management.	100%	Annual	Housing Management Agents – Pinnacle, Mears, BHM.
25	% of Portfolio with valid CP12	Properties let with a valid CP12 gas certificate.	100%	Monthly	Housing Management Agents – Pinnacle, Mears, BHM


26	% of Emergency Repairs completed within 24 hours	The % of all emergency repairs resolved within 24 hours measured each quarter. Qualifying repairs are contained in the housing management contracts.	100%	Monthly	Housing Management Agents – Pinnacle, Mears, BHM
27	% of Urgent Repairs completed within 7 days	The % of all urgent repairs resolved within 24 hours measured each quarter. Qualifying repairs are contained in the housing management contracts.	95%	Monthly	Housing Management Agents – Pinnacle, Mears, BHM
28	% of Routine Repairs Completed within 28 days	The % of all routine repairs resolved within 24 hours measured each quarter. Qualifying repairs are contained in the housing management contracts.	95%	Monthly	Housing Management Agents – Pinnacle, Mears, BHM
29	Average repair cost per property, per annum, including common areas.	The average cost of responsive repairs on the portfolio as charged by the housing management agent (excludes gas servicing).	£750 per annum	Monthly	Housing Management Agents – Pinnacle, Mears, BHM
30	Void period (repairs)	The period from the void contractor being notified of a void property to the receipt to the housing management agent of the keys, handover form and certificates.	28 days	Monthly	LB Brent – BHM

31	Average EPC rating	The average energy performance rating as featured on the EPC certificates. EPC certificates can be retained by 10 years or replaced by new certificates after major or energy works.	No property to be less than E. All properties to achieve C by 2030 (subject to confirmation by the board).	Quarterly	i4B – refurb and void standard
32	% of i4B portfolio let above LHA rate	Show as a % of i4B properties let at a weekly rental income higher than the LHA in the property locality.	No Target/Max 25%	Quarterly	i4B

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

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 <b>Brent</b>	<b>Cabinet</b> 10 February 2020
	<b>Report from the Chief Executive</b>
<b>First Wave Housing Ltd Business Plan 2020/21 – Guarantor Cover Report</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	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>	Part Exempt – Appendix 1 of the Business Plan is exempt as it contains the following category of exempt information as specified in Paragraph 3, Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)"
<b>No. of Appendices:</b>	One Appendix 1: Chairs cover report & FWH 2020/21 Business Plan
<b>Background Papers:</b>	N/A
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Sadie East Head of Transformation <a href="mailto:Sadie.East@brent.gov.uk">Sadie.East@brent.gov.uk</a> Tel: 020 8937 1507

## 1.0 Purpose of the Report

- 1.1 To present the 2020/21 First Wave Housing Ltd (FWH; the Company) business plan and recommend that Cabinet, on behalf of the Council as guarantor, approve the FWH business plan.

## 2.0 Recommendation

- 2.1 Cabinet, on behalf of the Council as guarantor, approve the FWH business plan as set out in the attached report from the Chair of FWH and the final business plan in Appendix 1.

## 3.0 Detail

- 3.1 The Council is the guarantor of FWH.
- 3.2 FWH is required by the Regulator of Social Housing to produce an annual business plan. It was agreed that as guarantor, the Council would approve

FWH's annual business plan and that the approval process would mirror that of i4B Holdings Ltd, the Council's other wholly owned housing company.

- 3.3 Therefore, FWH should circulate a draft business plan for the upcoming financial year by the end of November and invite the guarantor to provide comments. The guarantor should then use reasonable endeavours to approve the business plan by the end of the following February.
- 3.4 FWH submitted an outline of its initial proposals for the 2020/21 business plan in November 2019. Since then, the guarantor has fed into proposals and subsequent drafts.
- 3.5 The result is the final draft of the 2020/21 FWH business plan in appendix 1. The business plan is accompanied by a report from the Chair of FWH.
- 3.6 It is recommended that Cabinet, on behalf of the Cabinet as guarantor, approve the 2020/21 business plan.

#### **4.0 Financial Implications**

- 4.1 Detailed financial implications, are contained within the Cabinet report of 10 February 2020 from the Chair of FWH entitled "First Wave Housing Ltd Business Plan 2020/21".

#### **5.0 Legal Implications**

- 5.1 Detailed legal implications, are contained within the Cabinet report of 10 February 2020 from the Chair of FWH entitled "First Wave Housing Ltd Business Plan 2020/21".

#### **6.0 Equality Implications**

- 6.1 N/A

#### **7.0 Any other implications**


- 7.1 N/A.

#### **8.0 Proposed Consultation with Ward Members and Stakeholders**

- 8.1 N/A

**Report sign off:**

**CAROLYN DOWNS**  
Chief Executive

	<b>Cabinet</b> 10 February 2020
	<b>Report from the Chair of the First Wave Housing Ltd Board</b>
<b>Appendix 1: First Wave Housing Ltd Business Plan 2020/21</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	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>	Part Exempt – Appendix 1 of the Business Plan is exempt as it contains the following category of exempt information as specified in Paragraph 3, Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)"
<b>No. of Appendices:</b>	One Appendix 1 (cont): First Wave Housing 2020/21 Business Plan
<b>Background Papers:</b>	N/A
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Sadie East Head of Transformation <a href="mailto:Sadie.East@brent.gov.uk">Sadie.East@brent.gov.uk</a> Tel: 020 8937 1507

## 1.0 Purpose of the Report

- 1.1 This report presents the First Wave Housing Ltd (FWH) 2020/21 Business Plan to Cabinet for Guarantor approval.

## 2.0 Recommendations

- 2.1 Cabinet, on behalf of the Council as guarantor, approves the business plan as set out in Appendix 1.

## 3.0 Progress on Implementing 2019/20 Business Plan

- 3.1 First Wave Housing Ltd, formerly Brent Housing Partnership (BHP) is a local authority owned company of the London Borough of Brent, and is limited by guarantee. The Company is a registered provider of social housing.
- 3.2 Each year, FWH produces a business plan, to outline its proposals and ambitions for the upcoming financial year. In February 2019, the Guarantor approved FWH's 2019/21 business plan. In the plan, the Guarantor agreed to the following strategic priorities:

- Capital investment;
- Tenure and rent rationalisation within its portfolio;
- The sale of four properties within areas undergoing regeneration via mutual agreement; and
- Working more closely with i4B Holdings Limited.

3.3 The following reports on progress against these priorities.

### 3.4 Capital Investment update

3.4.1 The 2019/20 Business Plan outlined that the condition of FWH's stock was poor. In October 2018, the Council's Asset Management Team carried out a stock condition survey (SCS). The 2019/20 Business Plan proposed that FWH would work with the Council's Asset Management Team to use SCS results and areas of local knowledge to create an investment plan.

3.4.2 Throughout 2019/20, this work has been carried out. Results of the SCS have been analysed and combined with the below areas of local knowledge:

- The need for weather protective works at three FWH blocks;
- Underinvestment in market rented properties;
- Section 20 set aside; and
- the need to extend leases.

3.4.3 Using the SCS and areas of local knowledge, FWH has produced the stock investment programme. At present, this is unaffordable. Options for increasing affordability are outlined in paragraph 4.3.

Table one – FWH Investment Plan

	<b>Investment Stream</b>	<b>Start date</b>	<b>End date</b>	<b>Properties included</b>	<b>Assumed Value</b>
1a	Replacement and side weather protection shield works, cyclical works and complementary communal and heating works at a FWH block.	2019	2021	49	£2,600,000
1b	Weather protection shield works and complementary communal and heating works at two FWH blocks.	2020	2022	36+19	
2	One bed refurbishment programme	2019	2027	45	£720,000
3	Cyclical programme of works	2020	2049	139	£22,300,000
4	Internal works programme	2020	2049	325	£11,300,000
5	Section 20 set aside	2019	2049	190	£29,132,700
6a	Enfranchisement	2019	2020	10	£150,000
6b	Enfranchisement	2021	2031	43	£215,000
7	Disposal of 4 x FWH properties in regen areas	2019	2020	4	-£1,200,000
<b>Sub Total</b>		<b>2019</b>	<b>2049</b>	<b>325</b>	<b>£65,217,700</b>

### 3.5 Tenure and Rent rationalisation update

- 3.5.1 In the 2019/20 Business Plan, FWH proposed to utilise its portfolio to deliver more benefits to the Council. It requested that the Council provided the Company with the flexibility to consider the product and rent level for each portfolio property on its re-let. This meant that market rented accommodation would be considered for letting at local housing allowance levels (LHA) to households through a nomination agreement between the Council and FWH. This would help assist the Council's homelessness agenda. FWH proposed to continue to look for market rent opportunities where income is sufficient to make a significant benefit to the aims of the Company and the Council.
- 3.5.2 In 2019/20, five properties have been converted from a market rented product to a private rented sector property at LHA rates.

### 3.6 Property disposal update

- 3.6.1 In 2018/19, FWH was approached to sell four properties in regeneration areas by the London Borough of Brent (three properties), and the London Borough of Ealing (one property). In FWH's 2019/20 Business Plan, the Company asked the Council to delegate authority to the Chief Finance Officer to dispose of the four properties following consideration of terms negotiated by FWH. FWH stated that it would request the Greater London Authority (GLA) to permit the grant element of the capital receipt to be available to the Council for affordable housing in the borough.
- 3.6.2 FWH has received valuations for the properties and has agreed a price. It is anticipated that the properties will have been disposed of by March 2020. FWH has liaised with the GLA and it is not possible to directly gift the grant element of the capital receipt to the Council.
- 3.6.3 FWH is working with the Council to ensure tenants are suitably rehoused.

### 3.7 Working with i4B update

- 3.7.1 The 2019/20 Business Plan outlined that the Guarantor would look at the optimum structure for Council-owned housing companies, including i4B Holdings Ltd (i4B) and FWH. This would involve reviewing options for aligning the two companies.
- 3.7.2 In 2019/20, the Guarantor undertook this work. It was agreed that aligning the two companies was not viable due to the different structures of the companies.

## **4.0 2020/21 Business Plan**

- 4.1 Appendix 1 contains a final draft of the Company's 2020/21 Business Plan. The FWH Board met on 19 December 2019 to agree the business plan.
- 4.2 The Company has considered contextual factors, its performance, and its financial position. FWH recommends that the following be its strategic priorities for 2020/21:
- Increasing the affordability of the capital investment programme;

- The disposal of four properties in regeneration zones; and
- The purchase of new build developments from the Council and market.

#### 4.3 Increasing the affordability of the Capital Investment Programme

- 4.3.1 FWH's capital investment plan is outlined in Table one. At present, the investment plan shows that the FWH stock requires a significant level of investment. An initial analysis has found that this level of investment is not presently affordable. Throughout 2020/21, FWH will explore options for increasing the affordability of the capital investment programme. This will involve confirming the exact costs of the investment plan and reducing costs.
- 4.3.2 FWH will work with the Council's Asset Management team to confirm costs. The Council's Asset Management team will produce a detailed delivery plan for investment themes 1a and 1b (weather protective works to three FWH blocks), 3 (cyclical works) & 4 (internal works). They will also produce a community consultation plan to support the investment plan for 1a, 1b, 3 & 4. Once the detailed delivery plans are produced FWH will work closely with Brent's Asset Management Team to understand: final costs; where works are necessary; and where works are a priority.
- 4.3.3 FWH will also look to reduce costs. FWH is currently paying significant amounts on principal and interest loan repayments. In 2020/21, FWH will work with the Council to explore options to renegotiate its loan in order to increase the affordability of stock investment.
- 4.3.4 FWH will also undertake a benchmarking exercise so it has a better understanding of its costs in relation to other registered providers.
- 4.3.5 Furthermore, FWH will undertake a piece of work to understand the optimum structure of its portfolio.
- 4.3.6 All of this work will be carried out in quarter one of 2020/21. FWH will then work with the Council's Asset Management Team to produce a revised, affordable, investment plan.
- 4.4 The sale of four properties via mutual agreement which are within areas undergoing regeneration
- 4.4.1 FWH has been approached to sell four properties in regeneration areas by the London Borough of Brent (three properties), and the London Borough of Ealing (one property). The properties will be purchased via mutual agreement.
- 4.4.2 In 2020/21, FWH will repay the grant element of the capital receipt back to the GLA. FWH will work with the Shareholder to understand implications of the capital gains tax. The FWH stock will reduce to 325 units as a result of these sales.
- 4.5 The purchase of new build accommodation working with the Council and the market

- 4.5.1 In October 2019, Cabinet agreed for loan facilities of up to £110.5m be made available to i4B Holdings and FWH. A large proportion of this will be made available for the purchase of new build homes from the Council and the market.
- 4.5.2 As registered provider, there will be scope for FWH to use grant funding when purchasing properties from the Council and the market.
- 4.5.3 The Council aims to deliver 1,000 new units of affordable housing per year in Brent, through various delivery routes. Alongside direct delivery by the Council, funded by the Housing Revenue Account, and the sale or granting of land for development to Registered Providers, FWH is one of several funding and delivery routes to achieve this target.
- 4.5.4 The Council has identified an internal development programme of approximately 1,300 new units. 817 of these units are for social rent and funded by grant from the Greater London Authority. 140 units over four schemes are considered initially suitable for purchase by FWH. As these opportunities develop, FWH will review its financial model and potential grant funding opportunities to ensure schemes remain affordable and in keeping with the Council's requirement of 65% of market rents.
- 4.5.5 FWH will also explore market opportunities. The Company will carry out appraisals on regeneration opportunities within the Borough. FWH aims to develop partnerships with registered providers and commercial developers. These partnerships will enable FWH to be more active and intelligent in the market, and increase the Company's ability to respond quickly to market opportunities.
- 4.5.6 This is a new way of working for the Company. However, new build purchases will bring social and economic benefits to the Council in the form of increased affordable accommodation and reduced TA spending

## **5.0 Financial Implications**

- 5.1 Current forecast show that FWH is expecting to make a loss of up to £32k before revaluations and tax in 2019/20. This is due to higher property maintenance costs.
- 5.2 In 2020/21 FWH is expected to make a loss of up to £10k before tax and revaluations.
- 5.3 A financial objective in quarter one of 2020/21 is to evaluate different options to restructure capital. A decision will be made on how to finance the business plan in the medium to long term to reflect the need for stock investment. This will include analysis of a number of options broadly falling into four areas: restructuring the existing loan, negotiating a new loan, increasing rents and looking at the optimum structure of the portfolio. The evaluation of these options will need to consider a trade-off to find the best possible outcome for both FWH and Brent Council as the Guarantor.

- 5.4 Council officers are seeking tax advice on the disposal of properties to investigate whether relief on capital gains tax is available to registered providers of social housing.

## **6.0 Legal Implications**

- 6.1 The adoption of the proposed Business Plan is a matter reserved to the Council as the sole Guarantor in First Wave Housing Ltd (“FWH”) and the intention is to seek Cabinet approval in February 2020. In addition to being a local authority company, FWH is a registered provider subject to regulation by the Social Housing Regulator.
- 6.2 Local Housing Allowance rates (LHA) apply to private rented sector rather than to the social housing sector. But if, as proposed in para 3.5.1 and 3.5.2, the LHA is used as a benchmark for the level of rent to be charged for properties let under a nomination agreement with the Council, or for properties that were previously privately rented but which fall vacant and are re-let, then, FWH needs to ensure that the levels of “eligible rent” charged by FWH do not fall outside the scope of the statutory Rent Standard set by the Social Housing Regulator, for property let from April 2020. This is not necessary if the relevant property is exempt from the Rent Standard.
- 6.3 As regards paras 3 and 4, FWH has statutory repair duties in relation to the structure and exterior, and the repair and safety of the gas, electricity and plumbing services for the properties that it lets.
- 6.4 FWH tenants on Assured Tenancies or Assured Shorthold Tenancies affected by the Capital Investment Programme works referred to at para 4.3 ought to be informed and consulted as to the nature and timing of the works proposed to their homes though statutory consultation is not required.
- 6.5 FWH is a wholly-owned local authority company, controlled by the Council, established in order to support the Council’s homelessness agenda, by owning and managing housing stock previously held by Brent Housing Partnership. The Council exercises a degree of control over disposal of these properties given the need for it to consent to such disposal. In exercising that control, the Council ought to ensure that, any voluntary sale by agreement of the four properties described at para 3.6 is for best consideration reasonably achievable by FWH in accordance with section 123 of the Local Government Act 1972.
- 6.6 Full market value for each property sold, will help enable FWH and the Council to ensure that the Council and FWH are not just section 123-compliant, but that, in the case of the property within Brent, such sale is also state-aid compliant. If the relevant property is worth more than 200,000 Euros, then sale at full market value will ensure Brent Council and FWH have acted in accordance with the Market Economy Investor Principle (“MEIP”) because they will have acted like a private investor selling or leasing land or buildings in similar circumstances.
- 6.7 As regards paras 4.5.2 - 4.5.6 of the Report, wholly-owned local authority companies such as FWH, established and solely owned by a Council Parent, will be regarded as “contracting authorities” in their own right, for the purposes of the Procurement Regulations 2015 (“PCR”). This means that unless relevant

PCR exemptions apply any services or works that FWH commissions from another organisation, company, firm or trader, will have to be competitively tendered on the open market, if the total value of the relevant Contract amounts to more than the relevant EU financial threshold (currently £181,302 for services or £4,551,413 for works).

## **7.0 Equality Implications**

7.1 N/A

## **8.0 Any other implications**

8.1 N/A

## **9.0 Proposed Consultation with Ward Members and Stakeholders**

9.1 N/A

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## **FWH Business Plan**

### **1.0 The Background of the Company**

- 1.1 First Wave Housing Limited (the Company; FWH), formerly Brent Housing Partnership (BHP) is a local authority owned company of the London Borough of Brent (LBB; the Council), and is limited by guarantee.
- 1.2 FWH is a registered provider of social housing (RP). The Regulatory Framework for Social Housing in England governs registered social housing providers. The Framework includes a code of practice, guidelines for rent levels, accounting practices and disposals. There are a number of benefits associated with being an RP.
- 1.3 The following document is FWH's 2020/21 Business Plan. The Business Plan outlines how the Company plans to improve the quality of its stock, grow, and increase its contribution to the Council's ambition of creating a borough with "a future built for everyone, an economy fit for all".
- 1.4 The Business Plan takes the following format:
  - 2.0 Purpose of the Company and performance against overall purpose
  - 3.0 Progress Against the Company's 2019/20 Business Plan
  - 4.0 Context for 2020/21 Business Plan
  - 5.0 Proposals for 2020/21
  - 6.0 Appendices
    - A1 Closed Financial Appendix – Financial Implications of Proposals
    - A2 Risk Register
    - A3 Key Performance Indicators

## 2.0 The Purpose of the Company and performance against overall purpose

### 2.1 Purpose of the Company

2.1.1 FWH's primary purpose is to manage, maintain, and improve its stock of 329 properties and to contribute to Brent's Housing Strategy by providing good quality, affordable, secure, and well managed homes to Brent residents.

2.1.2 FWH has ambitions to increase the size of its portfolio so it can increase its capacity to bring benefits to the Council.

### 2.2 Stock Breakdown

2.2.1 FWH currently manages 329 properties. Of this 329, 170 are settled homes rates, 89 are at social rent rate, 25 are at intermediate rent, and 45 are at market/PRS rent. The annual rent roll is £4.2 million. There are also two commercial properties within the portfolio.

Table one – FWH Stock Breakdown

Product Type	No. properties	Average Weekly Rent (19/20)	Sum of Weekly Rent (19/20)
<b>General Needs</b>	<b>89</b>	<b>£114.09</b>	<b>£10,154.35</b>
1 bed	23	£101.62	£2,337.37
2 bed	33	£111.12	£3,666.94
3 bed	23	£124.52	£2,863.95
4 bed	10	£128.61	£1,286.09
<b>Intermediate Rent</b>	<b>25</b>	<b>£300.48</b>	<b>£7,512.11</b>
1 bed	11	£283.33	£3,116.58
2 bed	14	£313.97	£4,395.53
<b>Market Rented</b>	<b>45</b>	<b>£285.42</b>	<b>£12,844.10</b>
1 bed	45	£285.42	£12,844.10
<b>Settled Housing</b>	<b>170</b>	<b>£298.99</b>	<b>£50,827.83</b>
1 bed	7	£263.21	£1,842.44
2 bed	141	£300.32	£42,345.53
3 bed	22	£301.81	£6,639.85
<b>Grand Total</b>	<b>329</b>	<b>£247.23</b>	<b>£81,338.39</b>

2.2.2 General Needs – These tenancies are Assured Shorthold Tenancy Agreements with rents protected at social rent levels which are below 50% of market rent. FWH has 89 of these properties from one bed to four bed and they include five new build houses.

2.2.3 Settled Homes – These properties were purchased with a grant providing the tenants with protected rights including the right to buy their home. Settled homes are a form of long-term temporary accommodation. They are let on assured short hold tenancies. When business plan surpluses are sufficient, properties will be converted, on an incremental basis, to affordable rents on assured tenancies.

2.2.4 Intermediate rents – Tenants have assured short-hold tenancies. Properties are let at discounted market rents with the intention that tenants use the discount to save for a deposit. FWH has 25 Intermediate rent properties.

2.2.5 Market rent – When market rented properties become void, they are let at LHA levels to households through a nomination agreement between the Council and FWH. One-bed

market rented properties are let at a two-bed rate. This helps assist the Council's homelessness reduction agenda. FWH has 45 one bedroom market rent properties.

### **2.3 Performance against purpose**

- 2.3.1 FWH has aligned the majority of its KPIs and targets with those of i4B Holdings Ltd, the Council's wholly owned housing company, from November 2018. FWH has not purchased any new properties, therefore performance is only based on housing management.
- 2.3.2 FWH performance is generally at, or slightly below, target levels.
- 2.3.3 Rent collection remains an area of focus for FWH moving into 2020/21. Current rent collection rates are high. Rent collection for 2019/20 is 99%; this is slightly above the target of 98.5%. However, the level of historic arrears is high. Current debt is £418,027. Resources are being targeted at lower levels of arrears; arrears between 1 – 26 weeks make up £263,504 of debt.
- 2.3.4 Void performance is currently not in line with business plan targets. Targets are 21 days for minor voids and 76 days for major voids. Generally, time to re-let properties has remained above the desired target. For the year to date, minor market rented voids are let in 35 days and minor Settled Homes voids are re-let in 33 days. The target is 21 days. There have been no major market rented voids. Major Settled Home voids have been let in 106 days. The target is 76 days. Brent Housing Management is currently reviewing options to increase the speed of the void process.
- 2.3.5 Repairs performance is generally good, however, emergency repairs remains an area of focus. The number of Urgent and Routine repairs completed within 14 days for the year to date is 89%. The business plan target is 85%. The percentage of Emergency repairs completed within 24 hours for the year to date is 96%. The target is 100%. Regarding maintenance, 100% of the portfolio has a valid CP12 (gas safety) certificate.

### 3.0 Progress against the 2019/20 Business Plan

3.1 In the 2019/20 business plan, the Guarantor agreed that FWH's strategic priorities for 2019/20 would be:

- Capital investment.
- Tenure and rent rationalisation within its portfolio.
- The sale of four properties within areas undergoing regeneration via mutual agreement
- Working more closely with i4B Holdings Limited.

3.2 The below summarises each of the priorities and reports back on progress against these.

### 3.3 Capital Investment update

3.3.1 The 2019/20 Business Plan outlined that the condition of FWH's stock was poor. In October 2018, the Council's Asset Management Team carried out a stock condition survey (SCS). The 2019/20 Business Plan proposed that FWH would work with the Council's Asset Management Team to use SCS results and areas of local knowledge to create an investment plan.

3.3.2 Throughout 2019/20, this work has been carried out. Results of the SCS have been analysed and combined with areas of local knowledge, this includes:

- The need for weather protective works at three FWH blocks;
- Underinvestment in market rented properties;
- Section 20 set aside; and
- the need to extend leases.

3.3.3 Using the SCS and areas of local knowledge, FWH has produced the stock investment programme. At present, this is unaffordable. Options for increasing affordability are outlined in paragraph 5.2.

Table two – FWH Investment Plan

	Investment Stream	Start date	End date	Properties included	Assumed Value
1a	Replacement and side weather protection shield works, cyclical works and complementary communal and heating works at a FWH block.	2019	2021	49	£2,600,000
1b	Weather protection shield works and complementary communal and heating works at two FWH blocks.	2020	2022	36+19	
2	One bed refurbishment programme	2019	2027	45	£720,000
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4	Internal works programme	2020	2049	325	£11,300,000
5	Section 20 set aside	2019	2049	190	£29,132,700
6a	Enfranchisement	2019	2020	10	£150,000
6b	Enfranchisement	2021	2031	43	£215,000

7	Disposal of 4 x FWH properties in regen areas	2019	2020	4	-£1,200,000
<b>Sub Total</b>		<b>2019</b>	<b>2049</b>	<b>325</b>	<b>£65,217,700</b>

### 3.4 Tenure and Rent rationalisation update

- 3.4.1 In the 2019/20 Business Plan, FWH proposed to utilise its portfolio to deliver more benefits to the Council. It requested that the Council provided the Company with the flexibility to consider the product and rent level for each portfolio property on its re-let. This meant that market rented accommodation would be considered for letting at local housing allowance (LHA) levels to households through a nomination agreement between the Council and FWH. This would help assist the Council's homelessness agenda. FWH proposed to continue to look for market rent opportunities where income is sufficient to make a significant benefit to the aims of the Company and the Council.
- 3.4.2 In 2019/20, five properties have been converted from a market rented product to a private rented sector property at LHA rates.

### 3.5 Property disposal update

- 3.5.1 In 2018/19, FWH was approached to sell four properties in regeneration areas by the London Borough of Brent (three properties), and the London Borough of Ealing (one property). In FWH's 2019/20 Business Plan, the Company asked the Council to delegate authority to the Chief Finance Officer to dispose of the four properties following consideration of terms negotiated by FWH. FWH stated that it would request the Greater London Authority (GLA) to permit the grant element of the capital receipt to be available to the Council for affordable housing in the borough.
- 3.5.2 FWH has received valuations for the properties and has agreed a price. It is anticipated that the properties will have been disposed of by March 2020. FWH has liaised with the GLA and it is not possible to directly gift the grant element of the capital receipt to the Council.
- 3.5.3 FWH is working with the Council to ensure tenants are suitably rehoused.

### 3.6 Working with i4B update

- 3.6.1 The 2019/20 Business Plan outlined that the Guarantor would look at the optimum structure for Council-owned housing companies, including i4B Holdings Ltd (i4B) and FWH. This would involve reviewing options for aligning the two companies.
- 3.6.2 In 2019/20, the Guarantor undertook this work. It was agreed that aligning the two companies was not viable due to the different structures of the companies.

## **4.0 Housing Context for 2020/21 Business Plan**

4.1 This section outlines the various contextual factors that have influenced the FWH business plan and how they influence FWH. These include, but are not limited to:

- the state of the housing market;
- Changes to policy as a result of the outcome of the 2019 General Election;
- Brexit;
- the key risks the Company currently faces.

4.2 These factors have influenced the proposals outlined in Section five.

## **4.3 Housing Market**

4.3.1 Housing in Brent is forecast to become increasingly unaffordable. As a result, the work FWH does in providing affordable rented housing will remain beneficial to the Council.

4.3.2 The London Borough of Brent Strategic Housing Market Update provided comparison of the housing market in the borough to the rest of Greater London.<sup>1</sup> It noted that:

- The increase in lower quartile house prices over the previous 5 years has been less than for Greater London as a whole, though the lower quartile house price remains higher than for Greater London;
- Average monthly rents are lower than for Greater London as a whole;
- Affordability remains worse than for Greater London;
- Overcrowding remains an issue as it is higher than for Greater London;
- Housing delivery relative to stock has decreased, but remains higher than for Greater London.

4.3.3 It is forecast that rents in London will grow faster than house prices over the next five years. It is forecast that average rents will increase by 15.9% by 2023 and house prices will grow by 4.5% over the same period.<sup>2</sup> This difference is due to the high deposits needed to buy a house, cautious lending, and the increase in purchasing costs. As a result, renting is seen as an attractive option.

## **4.4 2019 General Election**

4.4.1 Following the December General Election, the United Kingdom now has a Conservative majority government. This has reduced the economic and political uncertainty that was impacting the housing market in the run up to the General Election.

4.4.2 This change in Parliamentary arithmetic has significant implications for the housing sector. Housing policies promised in the 2019 Conservative manifesto include:

- The building of at least a million homes over the next five years.
- Offering more homes to local families, allowing councils to use developers' contributions through the planning process to discount homes by a third for local people, who otherwise could not afford to buy in the area.
- Extending the housing association Right to Buy pilot across the country.
- Continued rollout of Universal Credit.

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<sup>1</sup> Opinion Research Services, *London Borough of Brent: Strategic Housing Market Assessment Update, Report of Findings*, October 2018.

<sup>2</sup> UK house prices set to rise by almost 15% in 5 years, led by the North, Wales and Scotland, <https://www.propertywire.com/news/uk/uk-house-prices-set-to-rise-by-almost-15-in-5-years-led-by-the-north-wales-and-scotland/>

- Continued commitment to the Conservative promise to end no-fault evictions.
- 'Lifetime' deposits for the private rented sector.
- A Social Housing White Paper.

4.4.3 These policies have the potential to impact FWH's operations. The extension of the housing association Right to Buy pilot means FWH could receive a higher number of Right to Buy applications than at present. This could reduce the size of the FWH portfolio.

4.4.4 The Social Housing White Paper, due to be released in the spring, could also present changes or new proposals for social housing providers. This could have implications for FWH, and officers will monitor the paper's release.

#### **4.5 Brexit**

4.5.1 The UK economy contracted by 0.2% in quarter two of 2019. This has been partially attributed to uncertainty around Brexit and the potential for the UK leaving the EU without a deal.

4.5.2 It is generally thought that Brexit will lead to a fall in housing prices. If the UK were to leave without a deal, the fall would be more dramatic. KPMG has predicted that house prices would fall by around 6% following a no-deal Brexit, but that they could drop by as much as 20% in a worst-case scenario.<sup>3</sup> FWH does have ambitions to increase the size of its portfolio, any anticipated fall in house prices will allow FWH to purchase properties at lower prices.

4.5.3 FWH also has ambitions to purchase new build accommodation. Brexit could lead to increased costs in this area. Tariffs will increase the cost of materials and therefore increase construction costs. Furthermore, there is already a shortage of building workers. Reduced-EU migration will increase this shortage and thus adversely affect the speed and cost of housebuilding.<sup>4</sup>

#### **4.6 Risk Context**

4.6.1 The Company currently faces a number of risks. There is one live issue. This is that, at present, if no action is taken, the Company's income is insufficient to cover the expenditure required to invest in its housing stock. The Company is actively working to develop mitigations. Mitigating measures will be in place by quarter one of 2020/21. Paragraphs 5.2.1-4 outline what FWH is/will be doing to mitigate this risk.

4.6.2 Other key risks include:

- There is a risk that business plan rent collection rates are not achieved and bad debt exceeds business plan assumptions; and
- There is a risk that void periods will exceed business plan assumptions.

4.6.3 Mitigating measures are in place to help to minimise the impact of all risks. A copy of the full Company risk register has been included in Appendix two.

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<sup>3</sup> What will Brexit mean for house prices? <https://www.which.co.uk/news/2019/12/what-will-brexit-mean-for-house-prices/>

<sup>4</sup> Home Builders Federation, *Post Brexit access to skilled labour is essential if industry is to hit Government housing targets*, <https://www.hbf.co.uk/news/new-research-illustrates-importance-of-eu-workers-in-building-the-countrys-homes-with-1-in-5-from-abroad/>

## **5.0 Proposals for 2020/21**

5.1 The Company has considered contextual factors, its performance, and its financial position. FWH recommends that the following be its strategic priorities for 2020/21:

- Increasing the affordability of the capital investment programme;
- The disposal of four properties in regeneration zones; and
- The purchase of new build developments from the Council and market.

### **5.2 Increasing the affordability of the Capital Investment Programme**

5.2.1 FWH's capital investment plan is outlined in paragraph 3.3.3. At present, the investment plan shows that the FWH stock requires a significant level of investment. An initial analysis has found that the stock condition survey is not presently affordable. Throughout 2020/21, FWH will explore options for increasing the affordability of the stock investment programme. This will involve confirming the exact costs of the investment plan and reducing costs.

5.2.2 FWH will work with the Council's Asset Management team to confirm costs. The Council's Asset Management team will produce a detailed delivery plan for investment themes 1a and 1b (weather protective works to three FWH blocks), 3 (cyclical works) & 4 (internal works). They will also produce a community consultation plan to support the investment plan for 1a, 1b, 3 & 4. Once the detailed delivery plans are produced FWH will work closely with Brent's Asset Management Team to understand: final costs; where works are necessary; and where works are a priority.

5.2.3 FWH will also look to reduce costs. FWH is currently paying significant amounts on principal and interest loan repayments. In 2020/21, FWH will work with the Council to explore options to renegotiate its loan in order to increase the affordability of stock investment.

5.2.4 FWH will also undertake a benchmarking exercise so it has a better understanding of its costs in relation to other registered providers.

5.2.5 Furthermore, FWH will undertake a piece of work to understand the optimum structure of its portfolio.

5.2.6 All of this work will be carried out in quarter one of 2020/21. FWH will then work with the Council's Asset Management Team to produce a revised, affordable, investment plan.

### **5.3 The sale of four properties via mutual agreement which are within areas undergoing regeneration**

5.3.1 As paragraph 3.5.1 outlines, FWH has been approached to sell four properties in regeneration areas by the London Borough of Brent (three properties), and the London Borough of Ealing (one property). The properties will be purchased via mutual agreement.

5.3.2 In 2020/21, FWH will repay the grant element of the capital receipt back to the GLA. FWH will work with the Shareholder to understand implications of the capital gains tax. The FWH stock will reduce to 325 units as a result of these sales.

### **5.4 The purchase of new build accommodation working with the Council and the market**

5.4.1 In October 2019, Cabinet agreed for loan facilities of up to £110.5m be made available to i4B Holdings and FWH. A large proportion of this will be made available for the purchase of new build homes from the Council and the market.

5.4.2 As a registered provider, there will be scope for FWH to use grant funding when purchasing properties from the Council and the market.

- 5.4.3 The Council aims to deliver 1,000 new units of affordable housing per year in Brent, through the various delivery routes. Alongside direct delivery by the Council, funded by the Housing Revenue Account, and the sale or granting of land for development to Registered Providers, FWH is one of several funding and delivery routes to achieve this target.
- 5.4.4 The Council has identified an internal development programme of approximately 1,300 new units. 817 of these units are for social rent and funded by grant from the Greater London Authority. 140 units over four schemes are considered initially suitable for purchase by FWH. As these opportunities develop, FWH will review its financial model and potential grant funding opportunities to ensure schemes remain affordable and in keeping with the Council's requirement of 65% of market rents.
- 5.4.5 FWH will also explore market opportunities. The Company will carry out appraisals on regeneration opportunities within the Borough. FWH aims to develop partnerships with registered providers and commercial developers. These partnerships will enable FWH to be more active and intelligent in the market, and increase the Company's ability to respond quickly to market opportunities.
- 5.4.6 This is a new way of working for the Company. However, new build purchases will bring social and economic benefits to the Council in the form of increased affordable accommodation and reduced TA spending

## **Appendix 1 – Closed Financial Options Analysis**

*Please refer to the FWH Closed Financial Appendix document.*

## Appendix 2 – Risk Register

Risk	Business plan assumption	Risk Type	Likelihood (/5)	Impact (/5)	Risk Score (/25)	Mitigation
There is a risk of loss of income as a result of poor quality housing stock.	The potential consequence of this risk materialising is that the Company's income is insufficient to cover the expenditure required to maintain good quality housing stock.	Operational & Financial	Live Issue			<p>This is currently a live issue. A stock condition survey has been carried out. Options are being explored to remedy cashflow issues. Officers will also work with Brent Asset Management to understand and prioritise works.</p> <p>Officers are due to receive an accurate stock condition survey in Q1 2020. They will work with the finance team to review spend against budget.</p>
There is a risk of reduction in income in market rent because the properties cannot achieve market rent yield.	The business plan assumes that market rent achieves 20% uplift over LHA	Financial	4	1	4	Where market rented properties are not achieving LHA rent levels, FWH will amend the tenure of these properties once they become void in order to increase rental income.
There is a risk that First Wave policies and procedures specific to the non-social housing tenures e.g.. market rent and intermediate rent are not applied appropriately.	The failure to adhere to core policies and procedures could lead to a financial and reputational risk to the company.	Operational & financial	2	3	6	Internal Audit are currently carrying out an audit into FWH rent setting and rent collection.

There is a risk that business plan rent collection rates are not achieved and bad debt exceeds business plan assumptions.	The potential consequences of this risk materialising is the company's income is insufficient to cover its expenditure.	Financial	2	3	6	<p>Rent collection rates are monitored at monthly First Wave board meetings and remain consistent at around 99%.</p> <p>Brent Housing Management who deliver housing management services for First Wave have in place an action plan for Universal Credit implementation. A rent collection audit has been carried out.</p>
There is a risk that void periods will exceed the business plan	The potential consequences of this risk materialising is the company has fewer properties able to receive rent and therefore income would reduce whilst expenditure potentially increases. During void periods costs such as council tax increase.	Financial & achieving operational objectives	3	3	9	<p>First Wave has built the requirement to cooperate to ensure void periods are minimised into the contracts with housing management and void contractors.</p> <p>BHM are carrying out a review into their voids process.</p>
There is a risk that First Wave is deemed to have failed a statutory health and safety obligation as a landlord.	<p>The SLA places a requirement on Brent Council to deliver this function, but is unable to transfer the risk of non-compliance with legislation e.g. H&amp;S, gas safety etc.</p> <p>Failure to comply with H&amp;S requirements increases the opportunity for hazards including the causing of death. The ultimate penalty for failure to abide by statutory H&amp;S requirements is imprisonment of the Chair of the Board.</p>	Financial & reputational	1	5	5	<p>Contracts cover compliance requirements including gas servicing. Only suitably qualified people will be employed to deliver works. Monthly monitoring includes some key aspects including gas, complaints and customer satisfaction.</p> <p>The Council has recently had an audit on its asset management systems and a number of improvements have been identified. FWH and i4B should participate in discussions around the key data bases of CRM, Northgate and Keystone.</p> <p>BHM have carried out an self assessment into its compliance with NROSH standards. The self assessment says BHM are compliant.</p>

First Wave is deemed to have failed a statutory requirement in its corporate role.	<p>The company must comply with regulatory and best practice requirements around its own management and governance such as annual accounts, returns to companies house, and other regulatory bodies such as the Housing Ombudsman and Homes England. There could be a residual risk in relation to the above occurring from the company previously being known as Brent Housing Partnership and relevant legal and statutory documents not being changed to reflect the company's new name.</p> <p>The consequences of other statutory failures may be fines and/or reputational damage to First Wave.</p>	Financial & reputational	1	5	5	<p>The Board is putting in place suitable policies and procedures to ensure regulatory compliance, e.g. an escalation policy, scheme of delegation, risk management, and internal audit arrangements.</p> <p>A thorough transformation programme was undertaken when BHP became First Wave to ensure that all legal and statutory documentation was changed.</p> <p>FWH have carried out a self assessment into its compliance with NROSH economic standards. FWH was compliant. Accounts have been audited and submitted correctly.</p>
There is a risk of Fraud to the company.	The Company faces a range of fraud risks. Fraud could result in a loss of income and/or reputational damage to the company and the Council.	Fraud	1	3	6	An internal audit into the fraud risks the company faces was carried out in 2018. Actions from the audit have since been implemented. The Board will review fraud risks on an annual basis.

### Appendix 3 – Key Performance Indicators

Ref	KPI	Definition	Target	Monitoring Period
1	% of void rent loss	% of property void days as a proportion of 100% portfolio occupation	1.50%	Quarterly
2	% Bad Debt	Income written off by the FWH Board due to bad debt in particular arrears	2%	Quarterly
3	% Rent collection	Rent collected as a % of rent due.	98.50%	Monthly
4	No. of evictions per 1000 properties	Evictions	No Target	Monthly
5	% of customer satisfied with the condition of property	Annual Survey	80% Satisfied with the condition of the property	Annually
6	% of customers satisfied with housing management	Annual Survey	80% Satisfied with the management of the property	Annually
7	% of customer satisfied with the repairs service	Annual Survey	80% Satisfied with the Repairs Service	Annually
8	% of customer satisfied with the repairs service	Survey participation	1/3 of customers surveyed annually (min)	Annually
9	% of complaints responded to within timescale	Complaints resolved through management agents agreed procedures	100% resolved within 20 working days	Quarterly
10	No. of complaints escalated to housing ombudsman	A decision by a statutory body upholding a complaint made by a customer, contractor, employee or member of the public	None	Quarterly
11	% of verification visits / tenancy audit completed against plan	Three property visits are required in the first year of a letting. 2 property visits are required for each subsequent year. % of property visits completed in relation to the properties under management.	100%	Annual
12	% of Portfolio with valid CP12	Properties let with a valid CP12 gas certificate (properties with a served legal warrant qualify as certified).	100%	Monthly
13	% of Emergency Repairs completed within 24 hrs	The % of all emergency repairs resolved within 24 hrs measured each quarter. Qualifying repairs are	100%	Monthly


		contained in the housing management contracts.		
14	% of Urgent Repairs Completed Within 7 days	The % of all urgent repairs resolved within 7 days measured each quarter. Qualifying repairs are contained in the housing management contracts.	95%	Monthly
15	% of Routine Repairs Completed Within 28 days	The % of all routine repairs resolved within 28 days measured each quarter. Qualifying repairs are contained in the housing management contracts.	95%	Monthly
16	Average repair cost per property per annum ink common areas	The average cost of responsive repairs on the portfolio as charged by the housing management agent (excludes gas servicing)	£500 per annum	Quarterly
17a	Void Management Standard Void market rent	Void period from tenancy end date to tenancy start date for Market rent tenancies	21	Monthly
17b	Void Management Standard Void intermediate rent	Void period from tenancy end date to tenancy start date for intermediate rent tenancies	21	Monthly
17c	Void Management Standard Void settled homes	Void period from tenancy end date to tenancy start date for settled homes tenancies	24	Monthly
18a	Void Management Major Void market rent	Void period from tenancy end date to tenancy start date for Market rent tenancies	76	Monthly
18b	Void Management Major Void intermediate rent	Void period from tenancy end date to tenancy start date for intermediate rent tenancies	76	Monthly
18c	Void Management Major Void settled homes	Void period from tenancy end date to tenancy start date for settled homes tenancies	76	Monthly



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

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	<b>Cabinet</b> 10 February 2020
	<b>Report from the Assistant Chief Executive</b>
<b>Voluntary Sector Initiative Fund (VSIF) Infrastructure Grant; Brent Advice Partnership - Local advice and guidance services &amp; Brent Advice Fund - 2020/2021</b>	
<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	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>	None
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Jackie Barry-Purssell – Strategy & Partnerships 020 8937 1958 <a href="mailto:Jacqueline.Barry-Purssell@brent.gov.uk">Jacqueline.Barry-Purssell@brent.gov.uk</a>  Pascoe Sawyers – Strategy and Partnerships 020 8937 1045 <a href="mailto:Pascoe.Sawyers@brent.gov.uk">Pascoe.Sawyers@brent.gov.uk</a>  Shazia Hussain – Assistant Chief Executive 020 8937 5974 <a href="mailto:Shazia.hussain@brent.gov.uk">Shazia.hussain@brent.gov.uk</a>

## 1.0 Purpose of the Report

- 1.1 This report seeks agreement on the approval of a one-year extension to the Voluntary Sector Initiative Fund (VSIF) Infrastructure Grant to CVS Brent in the sum of £80,000 to the end of March 2021.
- 1.2 It also seeks agreement on the approval of a one-year extension to the Brent Advice Partnership – local advice and guidance services contract with Citizens Advice Brent (CAB) – in the sum of £171,475 and of the Brent Advice Fund in the sum of £120,000.

## 2.0 Recommendations:

That Cabinet:

- 2.1 approve a one-year extension to the Voluntary Sector Initiative Fund (VSIF) Infrastructure Grant to CVS Brent in the sum of £80,000 to the end of March

2021 to provide services during the transition period of the introduction of the new model of collaboration.

- 2.2 approve a one-year extension to the Brent Advice Partnership – local advice and guidance services contract with Citizens Advice Brent – in the sum of £171,475.
- 2.3 approve a one-year extension of the Brent Advice Fund in the sum of £120,000.

### **3.0 Detail**

- 3.1 Brent's voluntary & community sector offers a comprehensive range of services and activities that both contribute significantly to the wellbeing of Brent's residents, and complement local statutory services. The Council acknowledges the pivotal role played by the voluntary & community sector and recognises the significant challenges currently confronting these organisations. Meeting the aspirations of the people of Brent requires a close and strong partnership between the Council and the voluntary and community sector organisations (VCSO). As the Council reviews the support it offers to the VCSO, it has a unique opportunity to strengthen this partnership. In turn, and while respecting the independence of the sector, the Council needs partners it can work with, that it has confidence to invest in.
- 3.2 CVS Brent currently deliver Brent's infrastructure provision, which includes training, governance advice, funding and governance support and assistance from the Voluntary Sector Initiative Fund (VSIF) and grants made from this fund require Cabinet approval. Under the constitution Cabinet approval is similarly required for the award of grants over £5k per annum except within the case of Edward Harvist Trust (where the sum is £7k) or Brent Advice Fund (where the sum is £20k). Cabinet approved a VSIF grant to CVS Brent in 2016, which was extended by conditional grant agreement in 2019.
- 3.3 The proposal is that the grant is extended to the end of March 2021 at a cost of £80k to sustain provision during the introduction of the new model of collaboration. Provision of services by the existing provider, CVS Brent, will provide stability during the transition period and it is considered that the proposed grant of £80k for this period represents good value for the authority. During this time, delivery will be monitored on a quarterly basis based on targets agreed with CVS Brent covering areas such as capacity building, training and funding. The CVS grant will be released in stages and only once key outcomes have been delivered in areas such as governance, organisational development, capacity building, advice and training.
- 3.4 The local advice and services contract with Citizens Advice Brent (CAB) – Brent Advice Partnership ends on 31 March 2020. The proposal is that this is extended for a year until the end of March 2021. Monitoring will be undertaken during this period and the monies released in stages once agreed outcomes have been delivered. The contract covers:
  - Establishing and developing a Brent Community Advice Network to support and provide capacity building to local advice agencies and to improve access to advice.

- A home visiting service to people who cannot access advice in the conventional way, delivered by Age UK.
  - Brent Advice Fund administration.
  - Providing support and training for Freshworks (Customer Service Management system).
  - A project manager post and
  - Management and development of the Brent Advice Matters website
- 3.5 The Brent Advice Fund allows voluntary and community organisations to bid for funding to improve capacity building and advice services in the voluntary sector. The proposal is that this is extended until end of March 2021 at a cost of £120k.
- 3.6 The approach proposed in this report would bring all of these arrangements in line and would put in place a framework during the transition to the new model of collaboration.

#### **4.0 Financial Implications**

- 4.1 If the recommendations in this report are approved the total cost is £371,475. This will be contained within the Strategy and Partnership budget.

#### **5.0 Legal Implications**

- 5.1 Pursuant to the s1 of the Localism Act 2011, the council has the discretionary power to do anything an individual may do, subject to any specific restrictions set out in other legislation.
- 5.2 The giving of grants to voluntary organisations is a discretionary power that must be exercised reasonably taking into account all relevant considerations and ignoring irrelevant considerations.
- 5.3 The decision to award a grant is discretionary. The Council's discretion must not be fettered by previous commitments it may have given and it should make its decision in the light of present circumstances.
- 5.4 Under section 3(1) of the Local Government Act 1999, Brent Council, as a "best value authority" is under general duty of best value to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". Officers have indicated at paragraph 3.3 reasons why the proposed grant will offer best value.
- 5.5 Under section 9 of the table at paragraph 9.5 of Part 3 of the Constitution, Cabinet approval is required for award of grants from the Council's Voluntary Sector Initiative Fund and other grants from the Council's own resources. Officers also have delegated authority to award grant for financial or other assistance to organisations for up to a maximum of £20k per annum but Cabinet approval is required for the recommendations in this report.

#### **6.0 Equality Implications**

- 6.1 Brent is committed to equality, diversity and inclusion; the council is determined to be an exemplar of good practice in equality, diversity and human rights and it is our policy to treat everyone fairly and with respect. We aim to ensure that all our current and future residents, staff and stakeholders are treated fairly and receive appropriate, accessible services, and fair and equal opportunities.
- 6.2 This commitment requires that equality considerations play a key role in our decision-making processes and that our policies are fully compliant with the duties placed on us as a public sector body by the Equality Act 2010. Our Equality Analyses (EAs) ensure that we follow through on our commitment to equality and they provide a method for clearly demonstrating the necessary legal compliance.
- 6.3 The Equality Act 2010 replaced the pre-existing anti-discrimination laws with a single Act. The legislation covers the exercise of public functions, employment and work, goods and services, premises, associations, transport and education. The act prohibits victimisation and harassment, and all of the following forms of discrimination: direct; indirect; by association; by perception; or discrimination arising from disability. When considering the Public Sector Equality Duty pursuant to section 149 of the Equality Act 2010 The Council must, in the exercise of its functions, have due regard to the need to:
- (a) eliminate discrimination, harassment and victimisation
  - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
  - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it,
- 6.4 The Public Sector Equality Duty covers the following nine protected characteristics: age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- The purpose of the duty is to enquire into whether a proposed decision disproportionately affects people with a protected characteristic. In other words, the indirect discriminatory effects of a proposed decision. Due regard is the regard that is appropriate in all the circumstances.
- 6.5 The impact of the proposed extension of the grant on people with protected characteristics will be monitored on a regular basis and where any unintended negative consequences are identified, the council will implement remedial actions. An Equality Analysis has been carried out with no negative consequences identified. Further analyses will be undertaken if the recommendations in this report are adopted.

## **7.0 Any Other Implications (HR, Property etc. - if necessary)**

- 7.1 There are no other implications.


## **8.0 Proposed Consultation with Ward Members and Stakeholders**

8.1 The Lead Member has been consulted throughout the process.

**Report sign off:**

**Shazia Hussain**  
Assistant Chief Executive

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 <b>Brent</b>	<b>Cabinet</b> 10 <sup>th</sup> February 2020
	<b>Report from the Strategic Director of Regeneration &amp; Environment</b>
<b>Facilities Management (FM) Service –Review of Facilities Management provision and in-house service delivery</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Key
<b>Open or Part/Fully Exempt:</b> (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Part Exempt - Appendix A is not for publication as it contains the following category of exempt information as specified in Paragraph 3, Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)."
<b>No. of Appendices:</b>	Three: Appendix A: Outsourced Cost Model (exempt) Appendix B: In-house Cost Model Appendix C: Client FM Team Establishment
<b>Background Papers<sup>1</sup>:</b>	None
<b>Contact Officer(s):</b> (Name, Title, Contact Details)	Russell Burnaby Facilities Portfolio Manager 020 8937 1771 Email: Russell.Burnaby@brent.gov.uk

## 1.0 Purpose of the Report

- 1.1 This report provides a cost comparison and risk analysis for the potential for in-house delivery of all existing Facilities Management (FM) services, compared to an external delivery provision model.
- 1.2 A previous service review was completed in 2018 and this report re-examines the findings of that review and further considers the financial and risk impact.
- 1.3 This exercise has been completed in consultation with Apleona HSG Ltd. ('Apleona'), our current FM contractor, and their own staff and stakeholders, utilising independent industry knowledge and experience of FM service provision and the supply market.

- 1.4 The review has investigated the relative costs and risks of insourcing the three component parts of the FM offering, namely:
- Hard FM – Mechanical, electrical, planned and reactive maintenance, engineering, statutory compliance and building repairs (detail at 3.15).
  - Soft FM – cleaning, security, helpdesk management, portering and landscaping services (detail at 3.16).
  - Catering – the provision of the restaurant, coffee shop facilities and hospitality services to events hosted at the Civic Centre (detail at 3.17).
  - In addition, costs associated with managing the FM helpdesk and possible staffing efficiencies associated with the Client FM Team contract management function have been accounted for within the three component comparison described above (detail at 3.16).
- 1.5 The rationale for the proposal for the services to be brought in-house is to meet the objectives of the administration when reviewing contracts and services currently managed by an external partner. In addition, the proposal allows an opportunity for improved synergies in the management of the contract.

## **2.0 Recommendations for Cabinet**

That Cabinet:

- 2.1 Agree for Hard FM services to be outsourced on the expiry of the existing contract in July 2021 and to further extend the outsourced Hard FM service arrangements in place at the Civic Centre and The Library at Willesden Green to the wider retained estate buildings to better serve the council's requirements and give consistency across the corporate portfolio.
- 2.2 Agree for Soft FM services (Security, Portering and Cleaning, but excluding Catering and Hospitality) to be delivered in-house beyond the current contract end date in July 2021.
- 2.3 Subject to agreement to Recommendations 2.1 and 2.2, delegate to the Strategic Director for Regeneration & Environment to approve the pre-tender considerations for the procurement of a contractor to undertake Hard FM services and thereafter arrange for officers to evaluate tenders on the basis of the approved evaluation criteria.
- 2.4 Delegate authority to the Strategic Director for Regeneration & Environment, in consultation with the Cabinet Member for Regeneration, Property and Planning, to award the contract for Hard FM services from July 2021.
- 2.5 Note that no decision is to be made with regard to the Catering and Hospitality Service at this stage, with a separate report to provide specific options for the Catering and Hospitality services to be produced for consideration in the near future.

## **3.0 Detail**

- 3.1 Brent Council currently outsources a selection of FM services across a number of sites through a service contract with Apleona. The existing Apleona FM contract covers the provision of the full Hard and Soft services in both the Civic Centre and Willesden Green Cultural Centre. For other operational buildings, Apleona covers Soft FM only. At the Civic Centre this also includes the provision of catering/hospitality on a fixed income plus profit share basis.
- 3.2 The current contract was procured in 2013 on a 5 years + 2 years basis, with the extension awarded to Apleona for the additional two-year period in 2018.
- 3.3 The Council has previously engaged the Litmus Partnership, an independent FM consultancy, to undertake a benchmarking exercise (2015) and FM strategy review (2018). At that time, following the FM Strategy review the agreed recommended option was to develop a hybrid model of outsourced hard and soft FM services, with the Council bringing portage and the Helpdesk functions in-house. As well as the in-house elements this would also have seen a move away from the current total facilities management model (TFM - where one contractor manages all services) into three distinct hard, soft and catering packages, whilst further extending the existing planned preventative maintenance approach to the entire Brent estate. The rationale being that engagement with more specialist contractors in each area will raise quality and improve consistency of service levels across all FM managed buildings, in line with those at the Civic Centre and Willesden Green Cultural Centre.
- 3.4 Further to this FM Strategy Review, the Council have engaged the Litmus Partnership again to review their findings and recommendations and to consider the financial and risk impact of moving some or all of the FM services to an in-house service model. The Litmus Partnership have been tasked with producing a cost comparison, using the service specifications, site and staff data available to utilise in the approach to market for the TFM option as described above. For reference, Litmus Partnership have provided their cost models for review. Their analysis was carried out on their assumptions around the costs that the Council would incur through a third-party provider or the in-house solution under the new service specifications and building data. It is important to note that there are a number of key differences between these and the current contract arrangements. These include:
- The inclusion of a planned maintenance and large-scale reactive service to the retained estate beyond the Civic Centre and Willesden Green Cultural Centre – this is currently organised by the Council through a framework of providers.
  - At this stage, the Security solution developed, and priced does not involve any technology solutions (remove locking / unlocking) which could support further cost efficiencies (approx. £40k per annum) and are recommended for consideration.
- 3.5 Should the Council decide to outsource a catering contract to replace its current provision, care should be given to the commercial incentive offered to potential providers. Currently, the catering operation (after fixed return to the Council) generates £15k pa to the council plus a profit share on net profits. It is unlikely that this arrangement would attract significant attention from specialist providers. However, there is potential to increase profitability through a tariff review, increased marketing and supplementary services (lunch trolley etc.). Alternatively, the Council may wish to consider closure of the restaurant and coffee shop facilities

and to convert them to meeting/ conference space. Further analysis on this point is required to determine the best course of action.

### 3.6 Analysis

A summary of the results of this exercise are included below. The key is associated with helping to distinguish between the one off setup costs and annual operating costs for both the in house and outsourced cost models. The current expected contract costs for 2021, if the existing contract were to continue would be £3,709,577 as shown in **line e** below.

Key	In-House Service	Hard FM	Soft FM	Catering	Total
a	One off setup costs	£80,000	£62,278	0	£142,278
b	Operating Costs per annum	£1,262,140	£2,715,145	£50,037	£4,027,322
c	Year 1 Cost	£1,342,140	£2,777,423	£50,037	£4,169,600

Key	Outsourced Service	Hard FM	Soft FM	Catering	Total
d	One off setup Costs	£77,537	£144,629	£15,000	£237,166
e	Operating Costs per annum	£1,191,503	£2,533,074	-£15,000	£3,709,577
f	Year 1 Cost	£1,269,040	£2,677,703	£0*	£3,946,743

\* (please see additional explanation within the catering section of the report below)

Key	Summary of cost differences	Hard FM	Soft FM	Catering	Total
b minus e	Difference in operating costs between the in-house model and outsourced model per annum (when one off set-up costs <u>are not</u> included)	£70,637	£182,071	£65,037	£317,745
c minus f	Difference in total cost between in-house model and outsourced model per annum (when one off set-up costs <u>are</u> included)	£73,100	£99,720	£50,037	£222,857

**Note: As an example, if a hybrid model is adopted to bring soft services in-house and hard services to remain outsourced, expenditure above a fully outsourced model will be £182,071 per year (see 3.19 for further information).**

3.7 Management Staffing Cost assumptions:

For the in-house cost model, the total management and administration costs are £106,827, (comprising £29,912 for soft services and £76,915 for hard services). This total does not include any overheads and profit but does include for the uplift of salaries for the contributions for staff being on the LGPS defined benefit pension scheme.

For the outsourced cost model, the total management and administration costs are £169,846 (comprising £47,557, for soft services and £122,289 for hard services). This total does include for overheads and profit for the FM provider, and the contribution costs for a money purchase pension scheme.

3.8 The staffing cost models are not based on 'like for like' management staffing structures. Differences are summarised below:

- For the in-house cost model two management posts have been removed (the outsourced Account Manager and Client FM Team Operational Manager positions, for which the costs have been removed, as it is assumed these posts would no longer be required).
- The inclusion of resourcing for a planned maintenance and reactive service to the retained estate beyond the Civic Centre and Willesden Green Cultural Centre – this is currently organised by the Council through a framework of providers.
- For the outsourced cost model 1 post has been added (Hard FM Manager at PO6 - £43,260 basic salary) to manage the new partner.

In terms of staffing efficiencies, it may be possible to make additional savings through efficiencies realised within the existing in-house team. Opportunities to achieve further efficiencies would require additional changes to staffing structures. It is assumed that there is sufficient capacity within the existing team to assume overall management of the Soft FM services supported by the existing Cleaning and Security managers who will transfer from Apleona to the Council.

3.9 The costs detailed in the table above include apportioned costs associated with managing the FM helpdesk, additional support services i.e. HR, Finance and IT, and elements of the Client FM Team contract management function.

3.10 The set-up costs identified for each of the service areas are applicable to Year 1 only, and the subsequent years would rise by inflation.

3.11 Including set-up costs, to operate the services under an in-house model in Year 1 would cost £222,857 (comprising £73,100 per annum increase for hard Services, £99,720 per annum increase for soft services and £50,037 per annum increase for catering/ hospitality service) more than the outsourced model.

3.12 Excluding set-up costs, to operate the services under an in-house model in Year 1 would cost £317,745 (comprising £70,637 per annum increase for hard Services,

£182,071 per annum increase for soft services and £65,037 per annum increase for catering/ hospitality service) more than the outsourced model.

3.13 The primary reasons for this cost differential are:

- The cost of the Local Government Pension Scheme that all transferring staff (120 currently – mixture of full and part time) would be eligible to become part of.
- The cost differential between the London Living Wage (currently £10.55 per hour or £19,749 per annum) and the councils lowest equivalent pay scale (scale 1 currently £10.74 per hour or £20,103 per annum).
- The staff who move to Brent terms and conditions will be eligible for increase in leave and sick pay which mean additional staff will be required to cover absence.

3.14 There is also greater cost uncertainty under the in-house model, as there is no transference of operating cost risk to third party providers. Under the current outsourced output specification this risk is transferred to Apleona who are required to deploy an unspecified quantity of staff to meet the requirements of the contract.

### **3.15 Hard FM**

#### **3.15.1 Background**

Currently Hard FM services are provided across the estate in two ways:

- Under the TFM service Apleona provide all planned, statutory and reactive maintenance to the central estate (Brent Civic Centre and Willesden Green Cultural Centre) and first fix reactive services to the remaining retained estate.
- Planned and statutory maintenance services are provided to the retained estate through a range of Council suppliers managed by an in-house resource/team.

The comparison completed as part of this exercise has assumed that the provision of these two elements of Hard FM service delivery will be integrated to an in-house delivery structure covering the whole estate, to generate economies of scale and improved service consistency.

The comparison, therefore, is between whether Facilities Management Service are all carried out by a single service supplier or by our own team, comprised of current Apleona staff engaged on these services, who would transfer through TUPE to the Council.

Integrating the Hard FM services into a single delivery model would ensure that the Council is fully aware of – and can easily access – all of the statutory records associated with managing all of the buildings, across the estate.

Despite the removal of any third-party profit and overhead margin, should the Council decide to bring this service in-house, it would cost £73,100 more for the first year of operation. This is primarily due to:

- The requirements for enhanced pension contributions for transferring staff. Currently all of the Apleona team engaged in the delivery of services are entered into the Apleona Pension Scheme which attracts a 3% Employer's contribution. If they transfer to Brent Council, entrance into the Local Government Pension Scheme (LGPS) would attract a 29.4% employer's contribution.
- In the first year of operation there are a number of set-up costs where capital outlay will exist and where a supplier organisation may have these elements of service support already established or decided to amortise the investment to the Council as part of their bid. These costs include Helpdesk, software setup and staff equipment.
- Third party providers who are experienced in this market will also be able to generate better procurement deals with suppliers of equipment and specialist sub-contracts.
- Outsourced Third Party Suppliers will have a wider call on additional technical resources and support that the Council would not have easy access to.

### 3.15.2 **Risk**

As well as the cost increase to the Council, insourcing of the Hard FM service presents a number of inherent risks that the Council will have to take full liability for moving forward. These include:

- Managing the statutory obligations around maintenance and reporting will rest solely with the Council (as is the case currently with the retained estate buildings).
- Hard FM service provision involves a number of different, specialist trades which are required for small (less than complete FTE) volumes. Supplier organisations will be able to share this resource across their multiple contracts via mobile teams. The Council are likely to have to procure some or all of this from third party suppliers to avoid employing people who will then be under-utilised.
- The current arrangement with Apleona requires them to take the risk up to £500 per repair. Suppliers accept this risk as they have significant amount of data that allows them to model the likely costs involved. Under an in-house model this risk will sit solely with the Council.
- An FM provider will have negotiated more favourable terms with specialist suppliers and sub-contractors given the bulk by which they are procuring these goods and services.
- Accordingly, a 10% increase to current Apleona costs has been applied.

### **3.16 Soft FM**

#### **3.16.1 Background**

Soft FM services are currently provided by Apleona across the entire Brent estate with a key focus on the Civic Centre and Willesden Green Cultural Centre sites.

Although the analysis completed has looked at the Soft FM service as a whole, consideration must be given to the individual constituent services. The two largest costs within the Soft FM services package are Cleaning at £1,369,451 and Security/Reception at £1,194,696 under the in-house model option.

Despite the removal of any third-party profit and overhead margin, should the Council decide to bring this service in-house, it is believed this would cost £99,720 more for the first year of operation. This is due to:

- Enhanced pension contributions for transferring staff. Currently all of the Apleona team engaged in the delivery of these services are entered into the Apleona Pension Scheme which attracts a 3% employer's contribution. If they transfer to Brent Council, entrance into the Local Government Pension Scheme (LGPS) would attract a 29.4% employer's contribution.
- In the first year of operation there are a number of setup costs where capital outlay will exist and where a supplier organisation may have these elements of service support already established or decided to amortise the investment to the Council as part of their bid. These costs include Helpdesk setup and tools and equipment.
- The Council will need to procure / deliver a Helpdesk and associated software solution to replace the function provided by Apleona. The Council will have limited opportunity to off-set these costs and will need to recruit a Helpdesk agent for out-of-hours calls.
- Third party providers who are experienced in this market will also be able to generate better procurement deals with suppliers of equipment and specialist sub-contracted services e.g. for cleaning machinery and consumables.

#### **3.16.2 Risk**

As well as the cost increase to the Council, insourcing of the Soft FM service presents a number of risks that the Council will have to take full liability for moving forward. These include:

- Recruitment of staff will be challenging despite the benefit afforded by the LGPS offer. This is especially relevant to the Security service where much of the local, trained workforce is deployed by the current security contractor at Wembley Stadium.
- Events at Wembley Stadium cause significant additional demands on Security and is managed through the relationship between Apleona and the

Stadium security provider. The Council need to be mindful of this and ensure that this dialogue continues should they consider an in-house solution.

- It is estimated that there will be a difference between discounts and economies of scale that will be generated by a specialist provider e.g. the ability to buy cleaning products cheaper. This is an assumption that may be challenged.

### **3.17 Catering**

#### **3.17.1 Background**

Catering services exist purely at the Civic Centre and consists of the Melting Pot restaurant, coffee shop and hospitality services provided to Council and third-party users.

The Council currently receives £15k p.a. fixed payment from Apleona for their ability to use the Council space and resources to deliver the service. Should they achieve a profit for their own business in excess of £15k p.a., they share the benefit with the Council on a 50/50 basis.

Analysis of the restaurant and coffee operations shows that they provide a good service to Civic Centre staff and visitors. However, there is recognition that the local competitive market has changed considerably since the Civic Centre opened. There is significantly more competition for these facilities – notably, the Starbuck's concession, the London Designer Outlet offer, Boxpark and Sainsbury's.

The restaurant and coffee shops do not achieve a profit and the catering function is subsidised by a small profit achieved through the hospitality service. In 2018/19, after the fixed payment of £15k to the council, the service generated profit to Apleona of £2k. This low profit margin may be attributed to a combination of factors including increases in local competition, some catering offers receiving low take up (e.g. breakfast offer), and not fully exploring opportunities to market the service to building users beyond those who work or visit the building.

Transferring to an in-house service would remove all profits from the operation due to the significant increases in staff costs – due to the pension liabilities. It is anticipated that the service would require a subsidy from the Council of circa £50k p.a., whereas as part of an outsourced solution it could create a negligible level of profitability.

At the moment, Apleona are content to deliver this service as part of their TFM service as it is not a discrete operation and, therefore, doesn't have the service focused requirement to generate its own profit levels.

#### **3.17.2 Risk**

As well as the cost increase to the Council, insourcing of the Catering service presents a number of risks that the Council will have to take full liability for moving forward. These include:

- Management and security of the supply chain, including supplier due diligence, allergen control and price fluctuations.
- Full responsibility for food safety management systems and statutory compliance.
- Financial performance, innovation and service development is dependent on the quality of individuals operating on site, who are unlikely to have the same experience or access to marketing resources and retail expertise as a contract caterer.
- Attracting and retaining staff in this sector is extremely challenging at present and the best staff are inclined to work for catering contractors where there are greater job and career development opportunities.
- The signage and positioning of the Melting Pot restaurant and coffee shop is prohibitive to generating additional sales from passer-by traffic. Similarly, the provision locally reduce demand even further.
- The Council does not, currently, provide exclusive use of the hospitality facilities to the Catering provider. This creates potential tension around the maintenance and upkeep of equipment and could create additional costs.
- The Council is entirely responsible for managing the cost of the service i.e. no transference of risk.

Part of the project brief was to investigate the potential cost differential and risk profile of transferring the existing operation from outsourced to an in-house provision. Given the current cross-subsidy of the operation internal to Apleona in terms of profit generation, it is advised that by procuring it separately, there is an additional risk that providers will not be able to generate the profit levels they need to, thereby reducing appetite for the procurement or requiring the Council to subsidise the operation. The analysis presented in Section 2 above is a potential 'best-case' scenario and would need testing with the supply market to substantiate.

In light of this, officers have discussed a number of supplementary options which are available and warrant further investigation, namely:

- Moving the restaurant and coffee shop facilities to locations within the Civic Centre more likely to generate passing trade.
- Closure of the restaurant and coffee shop facilities altogether (noting the increasing local options for staff) and conversion of the space to meeting room, break-out space, additional conference facilities or a combination thereof.
- Sub-letting the space to a concession high-street brand.

### **3.18 Helpdesk**

Within the cost model for the in-house solution, the current Helpdesk team would transfer across to Brent Council through TUPE and be overseen by an

Operational Manager. Brent would need to purchase new Helpdesk/CAFM (Computer Aided Facilities Management) software package and engage with a third-party to log out of hours calls.

The ongoing success of any CAFM system is underpinned by the quality and skill set of those involved in the implementation and on-going administration/management of the CAFM system. As a result, a programme of staff training has been allowed for in the set-up costs to support the helpdesk and CAFM software system, once transferred across.

Once fully implemented the CAFM system will have the strength and functionality to support the day-to-day FM operations but will also:

- Provide a tool to make informed business decisions on estate strategy and asset performance based on factual data.
- Help to identify cost savings.
- Streamline processes and procedures and enhance customer service for the Council.

Helpdesk Out of Hours Support: In addition to the establishment of the Council helpdesk facility covering core hours, the FM team will also need to set up an integrated helpdesk out of hours support structure. This can be procured through a bureau facility providing 24/7 365 days a year back up and support to the daytime helpdesk.

After the core hours, the main helpdesk would switch over to the bureau, which would log calls and requests and where appropriate escalate the emergency call out and back-up infrastructure established in conjunction with the Council's management team and the individual service providers.

### **3.19 The Client FM Team**

3.19.1 The Client FM Teams primary function is to manage the performance of the current outsourced Apleona contract. Other responsibilities include (but are not limited to):

- Looking after the estate i.e. building improvement work, car park management.
- Looking after the workforce i.e. moves management, stakeholder engagement.
- Health and Safety arrangements and policy management.
- The AV Service.
- Retained estate hard services and building compliance.

3.19.2 The existing staff establishment details and costs associated with the Client FM Team function are detailed at Appendix C. The total cost of staffing for

the team is £492,800 per annum. This is part of the overall FM service revenue budget of £7.38m approx.

3.19.3 The future form of the Client FM Team is dependent upon the future service model:

- If an entirely in-house solution were adopted, there would be no requirement for the Client FM Team to performance manage, as the team roles would become more operationally focussed.
- If a hybrid of in-house and outsourced arrangements were adopted a smaller than existing client function would be required.
- If an outsourced arrangement were to be maintained as currently, then the existing Client FM Team arrangement would be required.

3.19.4 For the in-house cost model two management posts have been removed (the outsourced Account Manager and Client FM Team Operational Manager positions), for which the costs have been removed, as an assumption has been made that a hybrid model will be adopted and these posts would no longer be required.

3.19.5 After implementation of the revised service arrangement we would seek to review the new operations model and make efficiencies where possible, dependant on which final FM Service delivery option is selected.

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## Summary of key service and cost implications

FM Service	Considerations
Soft services - cleaning, security and landscaping services.	<p>The cost difference between delivering this service in-house or outsourced is likely to be significant (outsourced model offers £122k approx. per annum saving over in-house delivery) and the future delivery model is open for consideration. As well as the cost increase to the Council, insourcing of the Soft FM service presents a number of risks that the Council will have to take full liability for moving forward and these are detailed at 3.2.</p>
Hard services - engineering, planned and statutory maintenance and building repairs.	<p>The cost difference between delivering this service in-house or outsourced is likely to be significant (outsourced model is £113k approx. saving over in-house delivery). As well as the cost increase to the Council, insourcing of the Hard FM service presents a number of risks that the Council will have to take full liability for moving forward and these are detailed at 3.1.</p> <p>Further, it would also be challenging to deliver an in-house delivery model given the large number of speciality sub-contractor arrangements that exist across the operational estate i.e. lift/ escalator maintenance, access control, CCTV, etc.</p> <p>It is therefore recommended that the existing outsourced arrangement is maintained with the planned preventative approach currently in place at the Civic Centre and Willesden Green Cultural Centre extended to the wider operational estate buildings to better serve the councils requirements and give consistency across the corporate portfolio.</p>
Catering	<p>Transferring the catering function to in-house delivery would remove all profits from the operation. Viable options going forwards are to continue to outsource at a negligible level of profitability, close the operation or relocate the operation completely to another area of the building. As the existing contract arrangement is due to be extended until July 2021 this decision does not need to be made for a further 12 months. It is therefore proposed to defer the decision on future delivery model for the catering area by until September 2020.</p>
Portering and Helpdesk	<p>Bring these elements back in-house in accordance with decision already endorsed by Cabinet in late 2018.</p>

## 4.0 Options Appraisal – Alternative Options Considered

4.1 The following is a summary of the options available to the Council and the risk profile associated with transferring to an in-house delivery model.

	Hard FM	Soft FM	Catering
Cost increase to deliver in-house	£70,637	£182,071	£65,037
Key Operational Risks to Insourcing	<ul style="list-style-type: none"> <li>• Delivery of statutory obligations without significant support infrastructure.</li> <li>• Volume risk around repairs will sit 100% with Council.</li> <li>• Procurement leverage will be less than specialist and drive higher costs (10% reflected in cost modelling).</li> <li>• Recruitment and retention of specialist resource will be challenging given the work volumes on Brent Council properties.</li> <li>• Helpdesk support during office hours has been included in the costs, however provision of out of hours through an agent would have to be established.</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment of in-house staff will be challenging especially within Security, where increasing reliance on agency staff would increase costs and reduce the quality of service.</li> <li>• Large number of headcount required to deliver services means the impact of enhanced pension (LGPS) employer contributions will be greater.</li> <li>• Procurement of specialist goods and sub-contracted services unlikely to leverage the economies of scale an FM provider would generate (10% reflected in cost modelling).</li> </ul>	<ul style="list-style-type: none"> <li>• Operational risk resulting from challenges recruiting and retaining sufficiently experienced and knowledgeable staff to maintain standards.</li> <li>• Any further increase to the local competition may reduce demand for the restaurant and coffee shop facilities leaving the Council with potential redundancy liabilities in the future.</li> <li>• The non-exclusivity of the facilities for hospitality create a potential unknown liability around equipment maintenance and replacement.</li> </ul>

The strengths and weaknesses of transferring all or one of the service clusters in-house are as outlined in the table below and rated against select criteria:

IN-HOUSE

STRENGTHS

- Direct control of all operations, people and assets
- Full visibility of costs
- Systems fully tailored to the Brent business
- Clarity over responsibilities
- Improved relationship with internal end users

WEAKNESSES

- Challenge of attracting, training and retaining technical engineers
- Expert technical manager required to oversee both day-to-day work and compliance
- No access to extended mobile technical engineer resource
- Significant senior management team support, commitment and buy-in required
- Continuous staff training required for in-house team
- Self-sourcing of industry service innovation
- Requires long-term investment needed in systems and people
- Lack of ability to call on additional resources at short notice

OPPORTUNITIES

- Sub-contracting cheaper than via TFM management route (margin-on-margin) - eroded by pensions
- Opportunity to integrate the full asset and estates strategy together
- Integrated approach to maintenance and asset management
- Opportunity to provide staff training, succession planning and apprenticeships

THREATS

- Lack of immediate replacement resource for technical engineers absence
- Increased cost
- Financial, compliance and non-delivery risks entirely borne in-house
- No ability to fix service costs for self-delivered activities
- Service disruption during staff absences
- Failure to keep in step with statutory legislation and compliance
- Lack of staff experience and expertise
- No ability to transfer risk

More coloured squares indicate greater likelihood of a better outcome:

Impact on end user experience	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Brent management & staff resource requirement	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Brent visibility of costs and service performance	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Sustainability of service standards	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Annual service cost certainty	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Risk management & compliance	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>

## OUTSOURCED

### STRENGTHS

Brent Council focus on contract management of skilled service providers, not direct delivery  
Lower annual cost (though increased risk of unexpected costs due to staffing change)  
Some shared financial risk and greater chance of achieving budgeted costs  
Management systems tailored to Brent Council rather than the contractor  
Focus of resources within the right areas  
Greater visibility of contractor performance  
Increased control over reactive work assignment and variable costs  
Direct FM team communication with end users  
Integration of management and helpdesk in house  
Provides clarity over responsibilities

### WEAKNESSES

Expert technical manager required to oversee both day-to-day work and compliance  
Increased in-house contract management time  
Increased staff payroll and HR responsibility for functions taken in-house  
Continuous staff training required for in-house team  
Less likelihood that a contractor would be prepared to absorb short-term losses against cost guarantees  
Less economy of scale  
Increased number of outsourced services providers requires increased performance monitoring

### OPPORTUNITIES

Sub-contracting may be cheaper/more cost effective  
Increased range of suppliers capable of bidding for separate Hard & Soft FM packages  
Alignment of long-term maintenance strategy with day-to-day service provision  
Increasing the size of the FM team increases resilience and supports succession planning  
Ability to utilise smaller local providers for outsourced elements

### THREATS

No fixed cost service for self-delivered activities  
Existing knowledge/service continuity is lost from the current FM management team if staff leave  
In-house staff need to keep up to speed with industry developments and their skill/knowledge base  
Some transfer back in-house of financial, compliance and non-delivery risks  
Failure to keep up with changes in law and statutory compliance with technical maintenance

Impact on end user experience



Brent management & staff resource requirement



Brent visibility of costs and service performance



Sustainability of service standards



Annual service cost certainty



Risk management & compliance



- 4.2 As part of this review exercise, another London Local Authority have been canvassed who had, in 2016, undertaken the same review and consideration around their FM delivery.
- 4.3 The London Borough of Croydon had previously been in a Total Facilities Management (TFM) contract with Interserve from 2006 and their contract was due to end in 2016. The Council, at that time, took the decision to investigate a different way of providing the service to its estate and, after commercial and service quality assessments into how the future model may work, they decided to break the TFM model into component parcels of work.
- 4.4 The London Borough of Croydon did achieve notable savings through this approach but they noted that they had already invested heavily in a robust client structure with FM discipline specialists. They also noted that the pension considerations at that time did not apply as they had made it an obligation of their contract with Interserve for their staff to be entered into LGPS under the New Fair Deal. Croydon continued outsourcing Hard FM, Cleaning and Catering – each through individually procured contracts and, in the case of Hard FM, two contracts, and brought back in-house security, customer services and reprographics.
- 4.5 The team there were keen to stress that the hybrid model does achieve savings, it does protect service quality but that which parts remain outsourced and which are brought back in-house must be relevant to the circumstances surrounding the client authority.

## **5.0 Legal Implications**

- 5.1 It is proposed to outsource Hard FM services. Current estimates of Hard FM service costs are such that any contract would be classed as a High Value Contract under the Council's Contract Standing Orders and Cabinet approval is required to procure such contract. Cabinet is asked to delegate the setting of pre-tender considerations and the evaluation of tenders to the Strategic Director Regeneration & Environment. Also Cabinet is asked to delegate the subsequent award of the contract for Hard FM Services to the Strategic Director Regeneration & Environment in consultation with the Lead Member for Regeneration, Property and Planning. The estimated value of the contract is such that it is subject to full application of the Public Contracts Regulations 2015 in respect of its procurement.
- 5.2 Whatever the course of action the Council decides to take, it will be necessary to engage legal support in support of a procurement exercise and in terms of engaging with the incumbent provider regarding possible staff transfer pursuant to the Transfer of Undertakings (Protection of Employment) Regulations 2006, either to the Council (in respect of any insourcing) or any replacement provider (in respect of any outsourcing). Further information regarding the impact of TUPE on staff is set out in Section 8.

## **6.0 Finance Implications**

- 6.1 These have been outlined in Appendices A and B.
- 6.2 The option to in-source soft FM services would cost an additional £182,071 plus a one-off cost of £62,278 and retaining FM hard services as an outsourced service would incur one-off set up costs of £77,537 when the contract is re-tendered.

Further costs associated with extending the outsourced hard service contract arrangements to the wider retained estate buildings would need to be quantified.

- 6.3 Overall these options would incur additional recurring costs to the Council of £182,071 and one-year funding of £139,815. To mitigate this pressure, there would be the opportunity to revise existing service structures for any further efficiency opportunities. If this cost is not mitigated by the service and funding is sought via the MTFS budget process, this would lead to an increase in the savings target to be set for future years.
- 6.4 The comparison exercise has been completed on a like for like basis in terms of scope of buildings with FM responsibility. It is possible that the scope of FM managed buildings may change in the future.

## **7.0 Equality Implications (if appropriate)**

- 7.1 No adverse equality implications have been identified at present.

## **8.0 Staffing and Accommodation Implications**

- 8.1 Delivery of FM services through an in-house solution does create a number of staffing implications for consideration.
- It is unlikely (analysis of the staffing information supports this) that any transferees will be on terms and conditions better than the Council's current terms and conditions but detailed analysis by a HR professional is recommended.
  - The majority of Apleona staff are on the company pension scheme with employer contribution rate of 3%. As these staff become Council employees, they will be auto enrolled into the Brent section of the Local Government Pension Scheme (LGPS). We have been advised that the comparable contribution rate is 29.4% - a considerable increase (these have been included in the cost model). However, as with all pension considerations, detailed actuarial analysis is recommended to understand what implications, if any the additional headcount has on the pension fund risk profile and, therefore, future contributions.
  - Should the Council decide to insource the FM service, it would need to consider its own staffing structure and how it would manage the service. In its entirety, the TFM service would continue to require an "Account Manager", although if it were broken into constituent parts, consideration could be given to releasing this role in favour of junior managers focused on specific service elements. The financial modelling within this report includes the retention of the Account Manager role. Should the Council decide to break the packages up and decide this role is not needed this will have a positive impact on operating costs but may have an initial additional outlay through redundancy payment. If this is the case, it is likely this would cost the Council c£40k including severance/ PILON as well as remuneration during the obligatory consultation period.
  - It is not believed that there are to be any accommodation issues as all staff engaged in service delivery currently are based in Brent Council property.

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

- 9.1 The Council is under duty pursuant to the Public Services (Social Value) Act 2012 (“the Social Value Act”) to consider how services being procured might improve the economic, social and environmental well-being of its area; how, in conducting the procurement process, the Council might act with a view to securing that improvement; and whether the Council should undertake consultation. Officers will have full regard to considerations contained in the Social Value Act in relation to undertaking the procurement, to include ensuring social value is one of the evaluation criteria.

**Report sign off:**

**AMAR DAVE**

*Strategic Director of Regeneration & Environment*

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

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Appendix B - FM Cost Model In House - Project Summary

Project Name	LB Brent - In House					Version		6		
Date	19/07/2019									
		0.8%	0.8%		0%					
Service Element	Cost	Gross Margin	Central Overhead	Local Overhead	Net Profit	Profit & Overhead	Cost	Soft	Hard	Catering
Management & Administration	£ 106,025	1%	£ 801.20	£ -	£ -	£ 801.20	£ 106,827	£ 29,911	£ 76,915	
Hard FM	£ 1,090,407	8%	£ 94,817.98	£ -	£ -	£ 94,817.98	£ 1,185,225	£ 2,685,234.00	£ 1,185,224.71	
Cleaning	£ 1,369,451	1%	£ 10,348.50	£ -	£ -	£ 10,348.50	£ 1,379,800			
Portering	£ 69,198	1%	£ 522.91	£ -	£ -	£ 522.91	£ 69,721			
Security / Reception	£ 1,194,696	1%	£ 9,027.93	£ -	£ -	£ 9,027.93	£ 1,203,724			
Helpdesk	£ 42,888	1%	£ 324.09	£ -	£ -	£ 324.09	£ 43,212			
Waste	£ -	1%	£ -	£ -	£ -	£ -	£ -			
Pest Control	£ 9,000	1%	£ 68.01	£ -	£ -	£ 68.01	£ 9,068			
Total Annual Costs	£ 3,881,667	1%	£ 115,910.62	£ -	£ -	£ 115,910.62	£ 3,997,577	£ 2,715,145	£ 1,262,140	
Mobilisation	£ 180,204				0%	£ -	£ 180,204	42204	£ 80,000.00	
Potential Cost of Change (Redundancy)	£ 50,029				0%	£ -	£ 50,029	12529		
Potential Transformation Cost	£ 42,182				0%	£ -	£ 42,182	7545		
Retail Catering	£ 50,037	£ 295,515			£ 50,037		£ 50,037	£ 2,777,423	£ 1,342,140	£ 50,037.00
Start Up		Ongoing	Total							
Year 1 Price	£ 272,415	£ 4,047,614	£ 4,144,094							
Year 2 Price	£ -	£ 4,171,587	£ 4,171,587		0.66%					
Year 3 Price	£ -	£ 4,299,476	£ 4,299,476		3.07%					
Year 4 Price	£ -	£ 4,431,408	£ 4,431,408		3.07%					
Year 5 Price	£ -	£ 4,567,513	£ 4,567,513		3.07%					
Year 6 Price	£ -	£ 4,707,928	£ 4,707,928		3.07%					
Year 7 Price	£ -	£ 4,852,791	£ 4,852,791		3.08%					
Year 8 Price	£ -	£ 5,002,247	£ 5,002,247		3.08%					
Year 9 Price	£ -	£ 5,156,445	£ 5,156,445		3.08%					
Year 10 Price	£ -	£ 5,315,539	£ 5,315,539		3.09%					
Total		£ 46,552,547	£ 46,649,026							

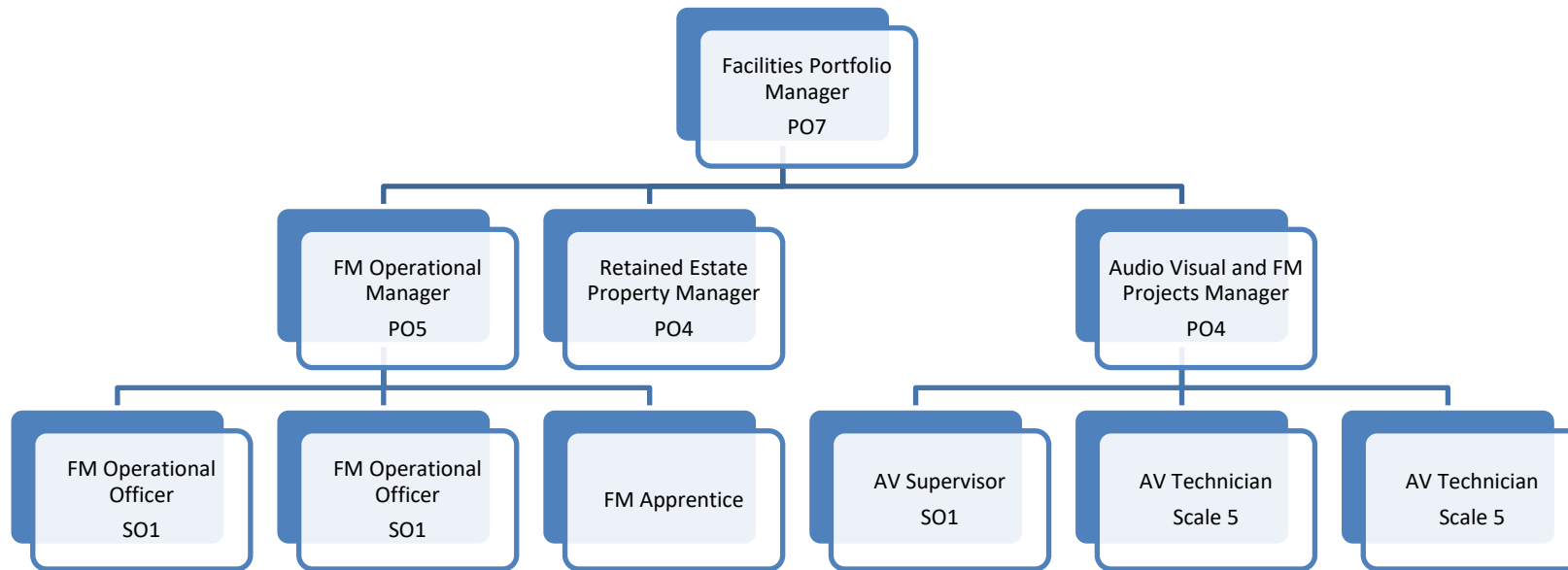
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## Appendix C -

### Existing Structure chart – Client FM Team

Total number of Posts: 10 (10 FTE).

Total post costs (with on-costs): £492,800 per annum.



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