



## Resources and Public Realm Scrutiny Committee

**Wednesday 29 January 2020 at 6.00 pm**

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

### Membership:

#### Members

Councillors:

Kelcher (Chair)  
Kansagra (Vice-Chair)  
Aden  
S Choudhary  
Gbajumo  
Johnson  
Kabir  
Mashari  
Nerva  
Stephens

#### Substitute Members

Councillors:

Afzal, S Butt, Ethapemi, Hector, Knight, Shahzad,  
Ketan Sheth and Thakkar

Councillors:

Colwill and Maurice

**For further information contact:** Kunwar Khan, Governance Officer  
Email: [Kunwar.Khan@brent.gov.uk](mailto:Kunwar.Khan@brent.gov.uk)

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**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 or 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
<b>1 Apologies for absence and clarification of alternate members</b>	
<b>2 Declarations of interests</b>	
Members are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary, personal or prejudicial interests in the items on this agenda and to specify the item(s) to which they relate.	
<b>3 Deputations (if any)</b>	
To hear any deputations received from members of the public in accordance with Standing Order 67.	
<b>4 Minutes of the previous meeting</b>	1 - 10
To approve the minutes of the previous meeting as a correct record.	
<b>5 Matters arising (if any)</b>	
To consider any matters arising from the minutes of the previous meeting.	
<b>6 Chair's Report</b>	11 - 14
To note a report from the Chair of the Resources and Public Realm Scrutiny Committee.	
<b>7 Violence Against Women (Task Group) Membership and Terms of Reference</b>	15 - 18
To establish a Scrutiny Task Group on Violence Against Women.	
<b>8 Budget Scrutiny Task Group Report</b>	19 - 42
To consider a report of the Budget Scrutiny Task Group.	
<b>9 Property and Capital Strategy</b>	43 - 90
To consider the Brent Council Property and Capital Strategy.	

**10 Brent Pension Fund Policy on Responsible Investment**

91 - 94

To consider the Brent Council Pensions Policy.

**11 Recommendations Tracker**

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To note the Scrutiny Recommendation Tracker - a table to track the progress of recommendations made by the Committee.

**12 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 in accordance with Standing Order 60.

**Date of the next meeting: Thursday 12 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.



## MINUTES OF THE RESOURCES AND PUBLIC REALM SCRUTINY COMMITTEE Wednesday 4 December 2019 at 6.00 pm

**Present:** Councillor Kelcher (Chair), Councillors Choudhary, Johnson, Kabir, Nerva and Stephens

**Also Present:** Councillors McLennan, Hirani, Sheth and Tatler.  
Darren Philips - General Manager of Ibis Hotel, London Wembley

### 1. **Apologies for absence**

Apologies for absence were received from Councillors Aden and Mashari.

### 2. **Declarations of interests**

None

### 3. **Deputations (if any)**

None

### 4. **Minutes of the previous meeting**

**RESOLVED** that the minutes of the last meeting held on 12 September 2019 be approved as a correct record.

### 5. **Matters arising (if any)**

Concerning trees, Cllr Nerva undertook to provide an update at the next meeting.

### 6. **Chair's Report**

The Committee considered the Chair's report, which set out details regarding the selection of topics for the current meeting, as well as, work undertaken by the Committee outside of public meetings.

**RESOLVED** that the Chair's report be noted.

### 6.1 **Order of Business**

At this juncture, the Committee agreed to amend the order of business to proceed to first take '*item 10 - Air Quality Report*' and then '*item 9 - Tourism in Brent*', before

reverting to the other agenda items as listed on the agenda. For ease of reference, minutes are listed in the order as agenda items appeared on the agenda.

## 7. **Annual Complaints Report**

Cllr McLennan, Deputy Leader and Lead Member for Resources introduced the report highlighting the purpose of the report.

Thomas Cattermole (Head of Executive and Member Services) contributed to the introduction noting the annual performance on complaints in Brent for the period from April 2018 to March 2019.

In considering the report, the Committee noted the following points:

- The Cabinet at its meeting on 11 November 2019 considered the Complaints Annual Report 2018 - 2019. The report focused on the nature of complaints, the learning and improvements from complaints and Ombudsmen (Local Government and Social Care Ombudsman / Housing Ombudsman) cases.
- Complaints concerning Adult Social Care and Children's Social Care came under separate statutory complaint procedures and relevant summary reports dealing with these areas had been provided in Appendices A and B of the report respectively.
- A summary of the root causes of all Stage 1 complaints and improvement actions by Council departments in 2018/19 was provided in Appendix C of the report.
- Stage 2 complaint volume was down by 8% and complaints turn-around time had improved.
- Overall, the top three specific root causes of complaints in Brent concerned Parking (10%), Repairs (9%), and Customer Care (9%).
- All Brent Stage 1 complaints (corporate & statutory) had increased by 20%.
- All Brent Stage 2 complaints (corporate & statutory) had decreased by 8%.
- 64% of Brent Council complaints were categorised as 'service failure' in 2018/19, compared with 59% in the previous year.
- 23 Local Government Ombudsman (LGO) cases were upheld against Brent in 2018/19, compared with 21 cases in 2017/18.
- The total amount of compensation paid by Brent decreased by 17% in 2018/19 compared with the previous year of circa. £61.3k.
- The total number of cases awarded compensation increased by 4% compared with the previous year figure of 141 cases.

During the discussion and questions raised by the Committee, the following key areas were spotlighted upon:

- Concerning a query about the Council receiving the second-highest amount of Stage 2 complaints, the Committee was informed that in nine out of twenty-three cases, the Council acknowledged the issues within the process but the complainants, a few from the same family, still chose to approach the LGO and the complaints were upheld. The Council wanted to improve the performance in this area and fully recognised the situation therefore this area was actively being reviewed at the highest level with a clear aim to make positive progress next year. The Committee heard that the new customer relationship management and monitoring system being introduced now would also be useful in addressing the issue. The Committee was informed that all relevant stage 2 complaints were being looked at by the Chief Executive.
- A Member highlighted that some of the residents were complaining to her that it was difficult to get hold of housing and social services on the phone. The Chair also enquired as to what steps were being taken to bridge the 4% gap in order to achieve the 100% target set out in the report. In response, the Committee heard that the Council was looking to merge the two contact centres and bringing them on the same platform to provide consistency and improvement by the middle of next year. The Committee asked that key civic issues relating to accessibility, disability and language barriers (for those whose first language was not English) should be carefully considered in any new portal. The Committee heard that new portal had gone through extensive testing and in addition to the online access; residents could call the relevant section, write in or see a person as well as use a local hub.
- Concerning a query about the difference between corporate and statutory complaints, the Committee noted that 'statutory complaints' were stipulated in legislation along with the detail about the process as to how it should be practised by local authorities whereas other areas of complaints that did not have specific regulations about the practice generally tended to be corporate complaints.
- Operational Director or Head of Service reviewed the complaints before these being escalated to Stage 2.

**RESOLVED** that the Resources & Public Realm Scrutiny Committee note Brent Council's performance in managing and resolving complaints.

## 8. **Data Led Service Delivery**

Cllr McLennan, Deputy Leader and Lead Member for Resources, introduced the report and highlighted its key themes. She welcomed the report noting that the data led delivery approach would help the staff and professionals. She added that any sensitivities would be carefully monitored, particularly how the data was being kept, reviewed and used.

Peter Gadsdon, Strategic Director of Customer and Digital Services, added that the Council's approach to using data to target services, to improve service delivery and how this provision would be developed as part of the programme of work to implement the Brent Digital Strategy 2019-23.

In considering the report, the Committee noted the following:

- Local Authorities, including Brent, would have to meet increasing demand whilst delivering accessible services for residents. The latest population projections indicated that by 2041 Brent's population was expected to grow by 25% (faster than the London average of 22% representing an increase of 84,800 Brent residents). Alongside this rise in the population, Brent would also be affected by an increase in the number of residents aged over 65 as highlighted in figure 1 of the report. In this context, it was vital that Brent used data to plan and focused resources to ensure that the best value services could continue to be provided for our residents.
- The Council's 2019-23 Digital Strategy recognised the benefits of effectively using data to design service models around user-needs to better prevent and respond in ways, which were not previously possible.
- Working in collaboration with all London Authorities, Brent was contributing to Smart London Plan outlining a digital strategy for the city by building a coalition to enable boroughs to join forces, share data and improve London's digital services.

During the ensuing discussion as well as question and answer session, the following points were noted:

- The Chair and a Member informed the Committee that they attended a very useful workshop on this topic.
- The Committee heard a number of queries and concerns from Members about the long-term goal of the scheme, quality of data, as well as, security, potential misuse of a predictive element, bias, general assumption and being used against a certain community. In response, the Committee heard from Peter Gadsdon that Brent fully recognised the importance of keeping data secure ensuring citizen's identities were protected. In addition, careful consideration of ethical issues inherent in using data in new and innovative ways was a key part of the process. The 'single view' approach of a child in safeguarding was cited as a good example that did not override the specialist knowledge and professional judgements instead it would help professionals in arriving at an informed decision.
- Brent was embarking on a trailblazing journey, as a member of LOTI (London Office of Technology and Innovation), in which Brent, alongside fifteen other London Boroughs, was establishing a Data Ethics Board which would consist of diverse and well respected representation from academia, NHS, residential/community sector and members etc. to ensure professional input and robust safeguards.
- Data quality strategy would set out minimum standards and provide continuous improvement in future. Brent was not currently sharing its data due to GDPR, lack of data sharing agreements, as well as, due to intention of use and social



good elements and work with LOTI would be a helpful starting point on this journey.

- Clients, customers, residents particularly young people should also be asked what was required or missing. Although exciting development, it was critical to get it right.
- A Member enquired as to what benefits, if any, were there for councillors in this scheme and how could they access appropriate data to be more efficient in discharging their duties and role. In response, it was heard that Brent Open Data website at <https://data.brent.gov.uk/> was the place where the data was being placed and councillors could look at, understand and drill down the appropriate information. More information, including Members sessions would be available in due course.
- Customer Service Access Refresh would allow smart phone and handheld device compatibility.
- The process would an extensive authentication process according the information or access required. Security by design concept was embedded in the scheme as advised by third parties.

**RESOLVED** that the Committee note the report.

## 9. Tourism in Brent

Councillor Tatler introduced the report. She highlighted its key themes, including that this was generally a neglected area, and a detailed report was a welcome development. She touched upon the context of tourism in Brent - key assets, current positive activities.

Matt Dibben, Head of Employment, Skills and Enterprise, provided further details. The report provided a response to the key lines of enquiry identified in section three of the report. Highlighting the opportunities and key themes, he invited the Committee to consider Brent's approach to tourism and provide any comments.

Darren Philips - General Manager of Ibis Hotel, Wembley, provided his professional insight and comments.

In considering the report and during the discussion, the Committee noted the following key comments:

- Brent had a strong and diverse tourism offer across the borough, which would come to the fore through the London Borough of Culture 2020. The Borough was also increasingly being championed through Town Centre Management and local businesses using campaigns such as Small Business Saturday Awards, a Shop Local Campaign, and town centre marketing collateral including videos for a social media campaign.
- The Inclusive Growth Strategy highlighted a number of potential interventions to increase tourism to Brent, including the need to maximise – on a continuous

basis - the impacts of key assets such as those in Wembley, as well as, finding new ways to engage visitors.

- Question 7 referred to lobbying the government to allow a “tourist tax” in the borough. However, it was noted that any legally enforceable tourist tax would require new primary legislation in Parliament before it could be implemented. Although, there were examples of authorities and other bodies introducing voluntary donations added to the bills of hotel guests such as the introduction in July 2014 by the London Borough of Hackney of a voluntary £1 per night donation and a £2 per night donation introduced in the Lake District.
- Brent Community Toilet Strategy, like in other local authorities, to be put in place to help visitors and others as part of this work.
- A list of assets to be refreshed taking into consideration feedback from all stakeholders, particularly neighbours, ward councillors and local residents. The Committee requested that, as an evolving and a dynamic document, the list of assets to be updated with a view to bring neighbours, local stakeholders and promotion of key local geographical elements and places of interests and potential.
- Member information session on this topic to be arranged to provide information to councillors and to seek direct feedback and comments.
- Detail about a specialist tourism industry related educational/vocational institute in Brent that provides qualification and recognised awards. In addition, how does it link in with schools and apprentices.
- A list of appropriate, relevant apprentice, training, educational and vocational qualifications be coiled and efforts be made to have a coordinated approach that brings together all relevant strands together.
- The Environment around attractions - public transport, accessibility and greenspaces - should be a key feature in any tourism approach as well as a part of wider model shift.
- A lot of work was being done to have a successful street party in Brent in 2020.
- Darren Philips, General Manager of Ibis Hotel, London Wembley, informed that, overall, visitors coming for a stadium event did not stay in Wembley and the stay had been declining in last 3 and 4 years which was very event-centric, if more attractions were highlighted this would help the local economy and hotels as well. Highlighting recent Christmas emphasis and exposure, he added that advance and focused publicity through social media worked well. In addition, leaflets at key locations and other channels should be considered but Brent must catch the visitors’ attention before they arrive and make bookings. He added that the majority of his staff were based around Wembley and he appreciated the benefits of providing employment and opportunities to local people who in turn could then grow and develop further.

Councillor Tatler thanked the Committee for their input and feedback. She added that by working together on Brand Brent using Borough of Culture theme would be a good step forward and a lot of work was already underway.

*[Cllr Nerva left the meeting at 6:45 pm]*

## **RESOLVED:**

That, having received evidence from the Cabinet Member Regeneration, Property & Planning, the Cabinet Member Public Health, Culture & Leisure, lead officers for tourism, and a representative from the local hospitality sector, the committee recommends that:

1. The Council produce and promote a Tourism Strategy for Brent to articulate a clear vision for tourism in Brent and which builds on the borough's unique local brands and aims to increase tourism, maximise the benefits of tourism and mitigate against the negative externalities.
2. The Council utilise the London Borough of Culture 2020 brand and publicity as a launch pad to create and advertise a comprehensive tourism offer, identifying and promoting the particular potential tourist attractions in neighbourhoods around the borough, including, food and dining experiences, festivals and street art.
3. The Council undertake a local survey to collect up to date information on tourism patterns to inform the tourism strategy.
4. The Council identify unique aspects of local areas to inform the tourism strategy, marketing them through wider place-promotion.
5. The Council improve the public realm space around key tourist attractions and gateway locations, including a review of the transport nodes, upgrading physical infrastructure and leisure facilities for tourists, signposting to provide clear directions and accessible information about attractions and places of interest.
6. The Council's tourism strategy include strategies to capture and retain Wembley event footfall and spend in the borough.
7. The Council work with regulatory and enforcement partners (police, highways and licensing) to adopt a fresh approach to pre and post-event activity, to maximise the economic and social benefits of footfall in the area by allowing people to spend time using the food, drink, leisure and shopping facilities surrounding the Stadium and Arena and to mitigate against and manage any negative externalities such as environmental impact, crowd control, crime and anti-social behaviour.
8. The Council should develop an accessible toilet strategy with this information.

**The Resources and Public Realm Scrutiny Committee also made the following requests:**

- a. As an evolving document, the list of assets to be updated with a view to bring neighbouring councils and local stakeholders together and to promote key local elements and places of interests.
- b. A councillor information session on this topic to be arranged to provide information to councillors and to seek feedback and comments.
- c. Details be provided about a specialist tourism industry related educational/vocational institute in Brent that provided qualification and recognised awards and how did it link with schools and apprentices.

*[The Committee agreed to have a 5-minute comfort break at 7.03 pm.]*

**10. Air Quality Scrutiny Report**

Councillor Thomas Stephens, Chair of Air Quality Scrutiny Task Group of Community and Wellbeing Scrutiny Committee introduced the report.

The purpose of the report was to present the Air Quality Scrutiny Task Group Report for adoption by the Committee attached as Appendix 1 to the report.

Cllr Stephens highlighted that air quality was a huge public health challenge that many have failed to keep pace with advancement in science and it had been neglected in the past. He added that he was pleased to present a very comprehensive Air Quality Task Group report and appreciated the worked of all those who helped and contributed. The recommendations were set out in the scrutiny report.

Councillor Krupa Sheth, Lead Member for Environment, thanked the Air Quality Task Group of the Committee for their work, updates and welcomed the recommendations. She stated that air quality was a key priority for Brent and her as a responsible Cabinet Member and was two of the most pressing concerns along with climate emergency. A joined up approach and raising awareness, working positively with stakeholder would make a difference in this area.

In considering the report and during the discussion, the following key comments were noted:

- In response to a question from a Member about the Council's use of asphalt and other materials being substituted with environmentally friendly materials, the Lead Member for Environment stated that the Council was reviewing the overall situation as part of climate emergency work and this aspect would be considered as port of that work.
- A Member congratulated the Chair of Task Group on this piece of work. He thanked the Lead Member responsible and asked that implementation of recommendations agreed by the Cabinet be monitored and reviewed.

- The Chair suggested that a follow-up report be brought back to the Committee in the next municipal year, following a full Council debate on this topic.
- Idling engine/pollution concerns - The Council had to warn before any fines, which were set at a low level.

**RESOLVED:**

1. That the Air Quality Scrutiny Report and recommendations be adopted and referred to the Cabinet for consideration.
2. That the implementation of the report's recommendations agreed by the Cabinet be brought back to the Committee for review in 2020-2021.

*The Committee suggested that a debate on air quality should be held at full council before the end of the municipal year. It was also requested that the Cabinet Member bring the forthcoming Air Quality Strategy to the Resources & Public Realm Scrutiny Committee for pre-scrutiny when available.*

**11. Recommendations Tracker**

The Chair introduced the Scrutiny Recommendation Tracker table (Appendix 1 of the report), which tracked the progress of recommendations made by the Committee.

**RESOLVED:**

The Resources and Public Realm Scrutiny Committee notes the progress of the previous recommendations of the Committee.


**12. Any other urgent business**

None

The meeting closed at 19:57 hours

M KELCHER  
Chair

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 <b>Brent</b>	<b>Resources and Public Realm Scrutiny Committee</b> 29 January 2020
	<b>Report from the Assistant Chief Executive</b>
<b>CHAIR'S REPORT – REPORT FROM THE CHAIR OF THE RESOURCES AND PUBLIC REALM SCRUTINY COMMITTEE</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Non Key Decision
<b>Open or Part/Fully Exempt:</b>	Open
<b>No. of Appendices:</b>	Appendix 1 - Chair's Report – report from the Chair of the Resources and Public Realm Scrutiny Committee
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b>	Michael Carr - Senior Policy and Scrutiny Officer <a href="mailto:Michael.Carr@brent.gov.uk">Michael.Carr@brent.gov.uk</a> 02089372855

## 1.0 Purpose of the Report

- 1.1 The purpose of this report is to present the Chair's Report; a report from the Chair of the Resources and Public Realm Scrutiny Committee.

## 2.0 Recommendation(s)

- 2.1 That the Chair's Report: report from the Chair of the Resources and Public Realm Scrutiny Committee be noted.

## 3.0 Financial Implications

- 3.1 There are no financial implications for the purposes of this report.

## 4.0 Legal Implications

- 4.1 There are no legal implications for the purposes of this report.

## 5.0 Equality Implications

- 5.1 There are no equality implications for the purposes of this report.

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

6.1 None for the purposes of this report.

**Report sign off:**

***Shazia Hussain***  
***Assistant Chief Executive***



## **Chair's Report**

### ***Resources and Public Realm Scrutiny Committee***

### **January 2020**

Good evening and welcome to the first meeting of the Resources and Public Realm Scrutiny of this new year, and new decade!

As has become a January tradition, we will be using this meeting to analyse the cabinet's budget proposals for the coming financial year. Between October and January, I chaired the cross-committee budget scrutiny panel which took a detailed look at issues in the budget, and budget setting process. Our final report is included in the papers for tonight's meeting and I hope it will give members of the committee some ideas and topics as they seek to question our important witnesses on these issues.

I would like to take this opportunity to thank everyone who was involved in producing the final report, particularly those councillors and officers who stayed late at the civic centre during some dark winter nights to answer questions and provide important perspectives for our work.

Tonight is certainly not the last opportunity for backbench councillors to analyse the budget or have their say. The proposals will go to cabinet where councillors and the public can attend to have their say, and of course for a final vote at full council. However, this meeting should be seen as an important part of the process, and we will seek to get some clear commitments from the council leadership around the recommendations in the budget scrutiny panel's report.

Whilst the budget discussion will certainly get significant attention, we also have some other very important business on the agenda.

Firstly, we will be launching our next task group which will look into the issue of violence and abuse against women across Brent. I hope the task group can provide some new insight into how the council can coordinate with its key partners to tackle this disturbing problem.

Next, we will be looking at the council's property and capital strategy. In broad terms, Brent is very revenue poor as a council, but our capital position is more favourable. Therefore, it is vitally important that we use these limited levers in a strategic manner which ensures we can meet our goals and reduce capital spending in future years.

It is therefore unsurprising that the committee has always taken an interest in these issues, and I look forward to a further discussion tonight.


Finally, as councillors we often get contacted by Brent residents who have concerns about the areas in which the council chooses to invest its pension fund. We have a clear responsibility to ensure this is done in an ethical manner, but also that we ensure there is enough money in the pot to ensure the dedicated public servants

who work for us are able to live comfortably in retirement. I anticipate a lively debate on exactly how to strike this balance.

Best wishes,

Matt

**Cllr Matt Kelcher**  
***Chair, Resources and Public Realm Scrutiny Committee***

 <b>Brent</b>	<b>Resources and Public Realm Scrutiny Committee</b> 29 January 2020
	<b>Report from the Assistant Chief Executive</b>
<b>ESTABLISHMENT OF SCRUTINY TASK GROUP ON VIOLENCE AGAINST WOMEN</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Non Key Decision
<b>Open or Part/Fully Exempt:</b>	Open
<b>No. of Appendices:</b>	None.
<b>Background Papers:</b>	None.
<b>Contact Officer(s):</b>	Michael Carr - Senior Policy and Scrutiny Officer <a href="mailto:Michael.Carr@brent.gov.uk">Michael.Carr@brent.gov.uk</a> 0208 937 2855

## 1.0 Purpose of the Report

- 1.1 The purpose of this report is for the Committee to establish a Scrutiny Task and Finish Group, in accordance with Part 4 paragraph 5 of the Council Constitution.

## 2.0 Recommendation(s)

- 2.1 That a Violence Against Women Task Group be established with the following members:

{names of members}

And with the following terms of reference:

*To consider the Safer Brent Partnership's approach and progress in reducing violence against women in Brent and make a report and recommendations for the Partnership in addressing this issue.*

*Specifically, the approach and progress in:*

- i. raising awareness and providing protection from domestic abuse and violence*
- ii. supporting victims of violence against women and bringing the perpetrators to justice*
- iii. raising awareness of Female Genital Mutilation and strengthening pathways for support*

- iv. supporting exiting sexual exploitation (including Human Trafficking & Prostitution).*

### **3.0 Detail**

- 3.1 The Resources and Public Realm Scrutiny Committee is considering proposals to establish a Scrutiny Task Group to consider Violence Against Women.
- 3.2 It is anticipated that the Task Group will convene between February 2020 to May 2020 to receive oral and written evidence and report back to the Resources and Public Realm Scrutiny Committee with a report and recommendations to the Council and Cabinet.
- 3.3 It is anticipated that the Scrutiny Task Group will be made up of up to six members.
- 3.4 The Community Safety Strategy 2018-2021 Priorities:
- Reducing Domestic and Sexual Abuse
  - Reducing the impact of Gangs and/ or Knives in our community
  - Reducing Vulnerability and increasing Safeguarding
  - Reducing Offenders and Perpetrators from reoffending
  - Reducing Anti-Social Behaviour

Violence Against Women is included in the Safer Brent Partnership (SBP) priority (Reducing Domestic and Sexual Abuse (Priority number 1), Safer Brent Partnership Strategy) and it is proposed that this scrutiny review focus on a review of the progress towards meeting the existing objectives.

Reducing Domestic and Sexual Abuse objectives:

- Domestic and Sexual Abuse – Raising awareness and providing protection from domestic abuse and violence
- Supporting victims of these crimes, VAWG and bringing the perpetrators to justice
- Female Genital Mutilation – raising awareness and strengthening pathways for support
- Exiting Sexual Exploitation (including Human Trafficking & Prostitution)
- To implement the 5 Ps (Prevention, Provision, Partnership, Protection and Participation).

### **4.0 Financial Implications**

- 4.1 There are no financial implications for the purposes of this report.

### **5.0 Legal Implications**

- 5.1 There are no legal implications for the purposes of this report.

### **6.0 Equality Implications**

- 6.1 There are no equality implications for the purposes of this report.


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

- 7.1 The Scrutiny Task Group may consider any consultation having been or currently being undertaken on this topic.

**Report sign off:**

***Shazia Hussain***  
***Assistant Chief Executive***

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	<b>Resources and Public Realm Scrutiny Committee</b> 29 January 2020
	<b>Report from the Assistant Chief Executive</b>
<b>Budget Scrutiny Task Group Report</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Non Key
<b>Open or Part/Fully Exempt:</b>	Open
<b>No. of Appendices:</b>	Appendix 1 – Budget Scrutiny - Report of the Resources and Public Realm Scrutiny Committee
<b>Background Papers:</b>	None.
<b>Contact Officer(s):</b>	Michael Carr - Senior Scrutiny Policy Officer <a href="mailto:Michael.Carr@brent.gov.uk">Michael.Carr@brent.gov.uk</a> 0208 937 2855

## 1.0 Purpose of the Report

- 1.1 The purpose of this report is to present the Budget Scrutiny Task Group Report for adoption by the Committee (attached at Appendix 1).

## 2.0 Recommendation(s)

- 2.1 That the Budget Scrutiny Report and recommendations be adopted and referred to the Cabinet for consideration.

## 3.0 Detail

- 3.1 The Resources and Public Realm Scrutiny Committee established a Scrutiny Task Group to consider the Council's draft Budget proposals on 12 September 2019. The Task Group has now concluded and has agreed a report and recommendations for adoption by the Committee and referral to Cabinet for consideration.
- 3.2 The report includes 14 recommendations to Brent Council, which are summarised on page 21 of the report.

#### **4.0 Financial Implications**

- 4.1 None for the purposes of this report. Any financial implications arising from the scrutiny recommendations should be considered against any scrutiny recommendations considered to be agreed by the Cabinet and full Council.

#### **5.0 Legal Implications**

- 5.1 There are no legal implications for the purposes of this report.

#### **6.0 Equality Implications**

- 6.1 There are no equality implications for the purposes of this report.

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

- 7.1 The Chair of the Scrutiny Task Group has been consulted on this cover report.

**Report sign off:**

Shazia Hussain  
Assistant Chief Executive



**London Borough of Brent**

**Report of the Budget Scrutiny Task Group**

**By Cllr Matt Kelcher, Chair**

**January 2020**

**DRAFT**

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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 incite 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.

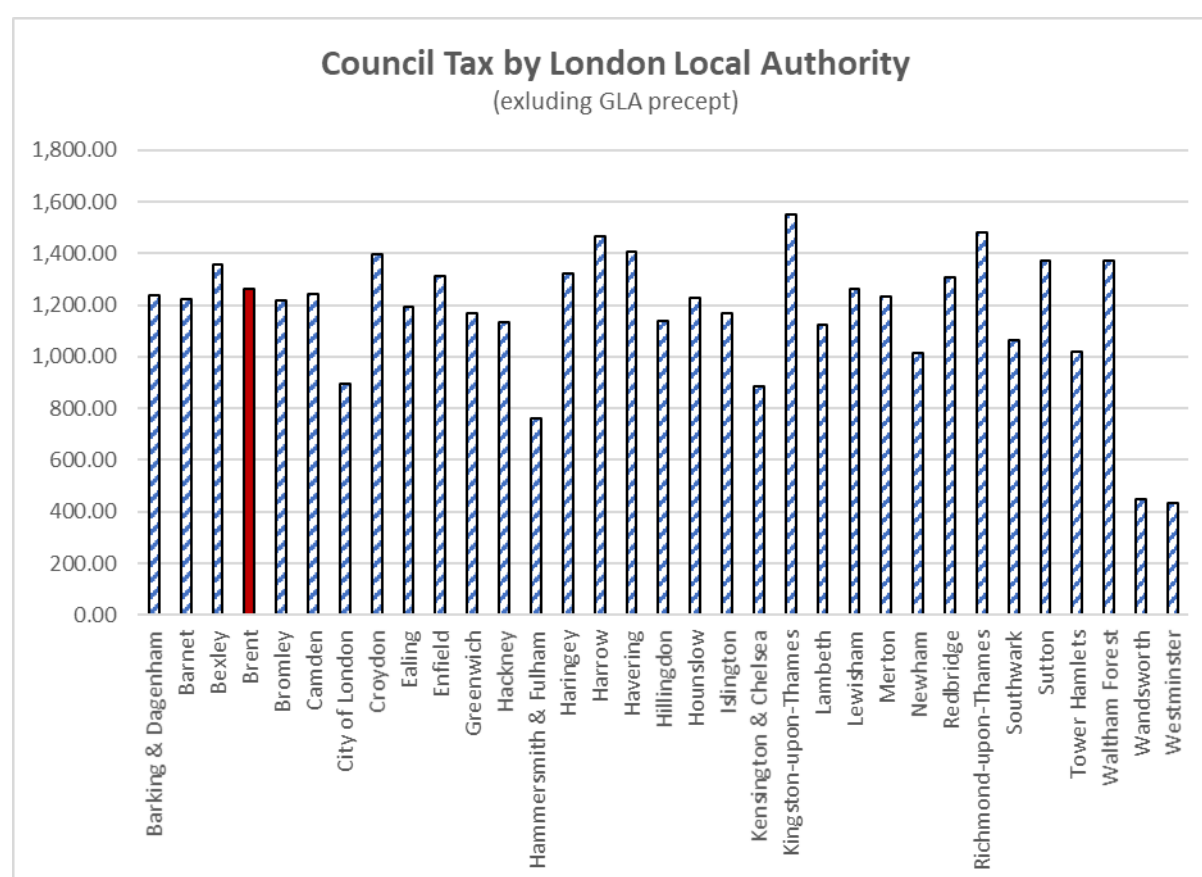
This is for two main reasons:

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

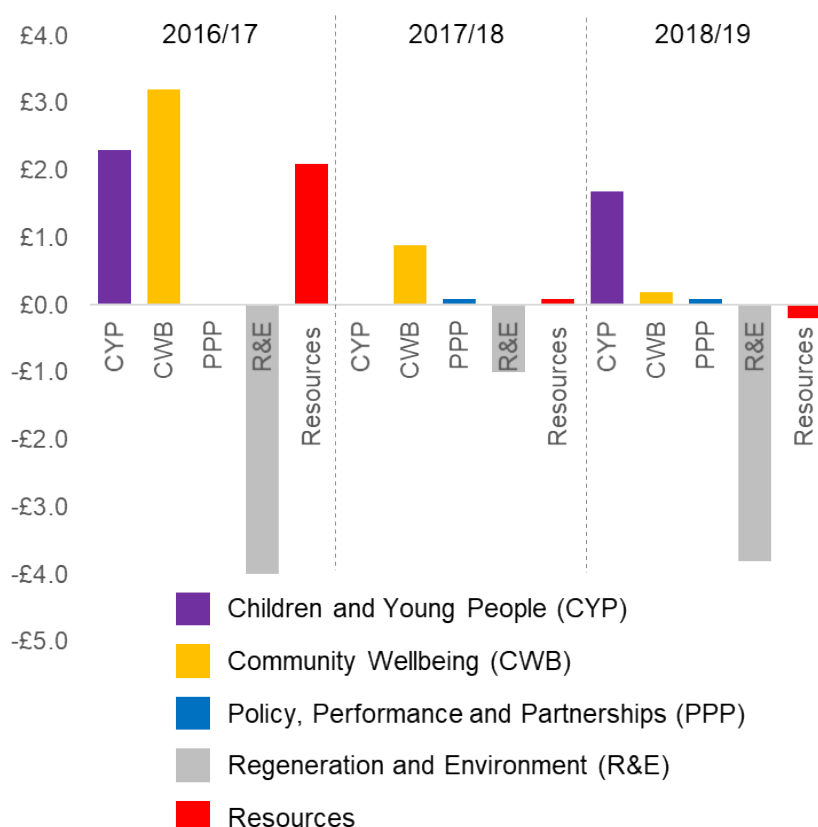
higher than a certain point on the 'league table' of council tax levels amongst the 32 London boroughs. We made these points to the Deputy Leader of the Council at one of our budget scrutiny panel meetings, but accepted her rebuttal that with so much financial uncertainty in local government (for the 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 Partly Exempt:	Open	
No. of Appendices:	None	
Background Papers:	None	
Contact Officer(s): (Name, Title, Contact Details)	Minesh Patel, Director of Finance 020 8937 4043 <a href="mailto:Minesh.Patel@brent.gov.uk">Minesh.Patel@brent.gov.uk</a> Ben Almsworth, Head of Finance 020 8937 1731 <a href="mailto:Benjamin.Almsworth@brent.gov.uk">Benjamin.Almsworth@brent.gov.uk</a>	
<b>1. Summary</b> 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 3.5.2). 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 carry forward a

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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/>

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.

	<b>Resources and Public Realm Scrutiny Committee</b> 29 January 2020
	<b>Report from the Director of Finance</b>
<b>BRENT COUNCIL PROPERTY AND CAPITAL STRATEGY</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Non-Key
<b>Open or Part/Fully Exempt:</b> <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
<b>Appendices:</b>	Appendix A – Brent Asset List Appendix B - Investment Strategy Report 2019/20 Appendix C - Capital Strategy Report 2019/20 Appendix D - Brent Council's physical and tangible assets Appendix E - Review of Community Asset Transfers Policy, report to Cabinet 22 May 2017 Appendix F - Brent properties let at peppercorn rent
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b> <small>(Name, Title, Contact Details)</small>	Rav Jassar - Head of Finance <a href="mailto:Ravinder.Jassar@brent.gov.uk">Ravinder.Jassar@brent.gov.uk</a>

## 1.0 Purpose of the Report

- 1.1 The purpose of this report is to provide a summary overview of the Brent Council property and capital strategy for review in response to key lines of enquiry from members of the committee.

## 2.0 Recommendation(s)

- 2.1 That the committee note the report.

### **3.0 Details**

- 3.1. Brent Council's property and asset strategy, sets out to maximise the impact and value of the Council's land and property assets, including a the Council's operational portfolio; the buildings which the Council needs to make use of in order to deliver its services and corporate priorities.
- 3.2. Brent Council's main property and capital assets are listed at Appendix A – Brent Asset List.

#### Strategic Objectives

- 3.3. The Council aims to maximise income from properties which are leased out and to minimise outgoings for properties it occupies. It also seeks to derive the maximum socio-economic and community benefit from its portfolio.
- 3.4. Whilst considering this, the Council aims to ensure that it complies with its statutory obligations concerning its ownership and occupation.
- 3.5. The Council seeks to achieve this by means of effective estate management, reviewing its portfolio, liaising with tenants, service department occupiers and stakeholders to ensure it best matches service requirements.
- 3.6. The Council reviews opportunities for investment in property as they are identified based upon both financial return and socio-economic and community benefits.

#### Brent Council's Investments Strategy

- 3.7. 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).
- 3.8. The statutory investment strategy (attached as appendix B) focuses on the second and third of these categories. The Council does not hold any investments principally to earn income.
- 3.9. In addition to the investment strategy, the council is also required to set out a capital strategy (attached as appendix C). This report provides a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability.



- 3.10. The Council's property and capital assets, including the Council's General Fund portfolio, land and assets, and housing portfolios are provided in the Council's *Statement of Accounts* on pages 15 & 16, (see note 1) (Attached as Appendix D)

#### Asset Management

- 3.11. The Council maintains a record of its assets including details of tenure and leasehold events.
- 3.12. These records allow officers to identify opportunities for intervention to either maintain or enhance asset value.
- 3.13. The Council has procured a new database, which will provide increased capacity for the storage and accessing of information allowing consolidated recording of condition, compliance and management information.
- 3.14. A process of data confirmation and cleansing is to be undertaken as part of the transfer to the new system in order to ensure the management of the estate is based on the latest confirmed information.

#### Asset Disposals

- 3.15. The Council does not currently have a disposal programme following the previous disposal of surplus assets.
- 3.16. Properties which become vacant following changes in service demand are reviewed individually and if not required are marketed for disposal on terms which comply with "best consideration" as provided for within s123 of the Local Government Finance Act.
- 3.17. Brent Council's community transfers programme was discontinued from May 2017. The hyperlink below directs to the relevant report.

[http://democracy.brent.gov.uk/documents/s53731/CAT\\_report.pdf](http://democracy.brent.gov.uk/documents/s53731/CAT_report.pdf)

(Attached as Appendix E).

#### Social Value

- 3.18. The Council does not currently have the required systems to calculate the social value generated by properties let at peppercorn rent.
- 3.19. Attached as Appendix F is a list of properties currently let at De Minimis rent.

#### Capital Reserves

- 3.20. Please see table below from the audited Statement of Accounts (SoA), which reflects the Council's financial position with regards to capital reserves as at 31 March 2019.

	2018/19 £M	Note	SoA Page No.
<b>Useable Reserves</b>			
Capital Receipts	25.4	Movement in reserves	96 - 98
Capital Grants	72.4		
Deferred Capital Receipts	3.2		
<b>Earmarked Reserves</b>			
S106 & CIL	106.0	10	21
Capital Finance Related Reserves	36.1	10	21
<b>Total</b>	<b>243.1</b>		

- 3.21. The total capital reserves of £243.1m include c£101m of grants and receipts from the sale and /or disposal of council assets earmarked to fund capital expenditure.
- 3.22. Earmarked reserves to the value of £36.1m have been set aside for the purpose of financing new capital expenditure such as the South Kilburn Programme.
- 3.23. These reserves will be used before any council borrowing. Further details on the financing of the capital programme are contained within the capital strategy (appendix C).

#### **4.0 Financial Implications**

- 4.1 None for the purposes of this report.

#### **5.0 Legal Implications**

- 5.1 None for the purposes of this report.

#### **6.0 Equality Implications**

- 6.1 None for the purposes of this report.

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

- 7.1 None for the purposes of this report.

**Report sign off:**

**THE DIRECTOR OF FINANCE**

## London Borough of Brent Property Schedule.

OccupancyUsage	Property Reference	PROPERTY	ADDRESS	TENURE	lat	long	MAPPING GOOGL
Children's Centre	24900038000001	HARMONY CHILDRENS CENTRE	38 BRIDGE ROAD, NEASDEN, LONDON NW10 9BX	Freehold	51.549535	-0.25657016	<a href="#">Google</a>
Children's Centre		WILLOW CHILDRENS CENTRE	BARNHILL ROAD, WEMBLEY, LONDON HA9 9YP	Freehold	51.561256	-0.26961117	<a href="#">Google</a>
Community Buildings		BRENT ASIAN WOMEN'S RESOURCE CENTRE	108 CRAVEN PARK, LONDON, NW10 8QE	Freehold	51.53989722	-0.253145955	<a href="#">Google</a>
Community Buildings	173200024000001	HAZEL ROAD COMMUNITY CENTRE	24-26 HAZEL ROAD, KENSAL GREEN, LONDON NW10 5PP	Freehold	51.530491	-0.22730977	<a href="#">Google</a>
Community Buildings	278100181000001	ELDERS VOICE	181 MORTIMER ROAD, KENSAL GREEN, LONDON NW10 5TN	Freehold	51.530744	-0.22502198	<a href="#">Google</a>
Community Buildings		AGE UK	0028A FORTUNEGATE ROAD, LONDON NW10 9RE	Freehold	51.540891	-0.25160815	<a href="#">Google</a>
Community Buildings	170800155000001	KINGS HALL COMMUNITY ASSOC	155 HARLESDEN ROAD, WILLESDEN, LONDON NW10 2BS	Freehold	51.544662	-0.23438823	<a href="#">Google</a>
Community Buildings	198000020000001	BERTIE ROAD RESOURCE CENTRE	BERTIE ROAD, WILLESDEN, LONDON NW10 2LH	Leasehold	51.548126	-0.23810505	<a href="#">Google</a>
Community Buildings	558300032000001	WOODHEYES HALL	32 WOODHEYES ROAD, STONEBRIDGE, LONDON NW10 9BX	Freehold	51.551344	-0.25670292	<a href="#">Google</a>
Community Buildings	5600162000001	GLADSTONE CENTRE	ANSON ROAD, CRICKLEWOOD, LONDON NW2 4LA	Freehold	51.555303	-0.22921591	<a href="#">Google</a>
Community Buildings	582001650000001	KINGFISHER COMMUNITY CENTRE	CREST ROAD, NEASDEN, LONDON NW2 7LG	Freehold	51.564435	-0.24328922	<a href="#">Google</a>
Community Buildings	425001600000001	PRESTON COMMUNITY LIBRARY	160 CARLTON AVENUE EAST, WEMBLEY, LONDON HA9 8PL	Freehold	51.57019	-0.29576506	<a href="#">Google</a>
Community Buildings	270300239000001	PRESTON MALL YOUTH AND COMMUNITY CENTRE	239 THE MALL, KENTON HARROW, LONDON HA3 9TX	Freehold	51.577603	-0.28795422	<a href="#">Google</a>
Community Buildings		SANDY LANE SOCIAL CENTRE	SANDY LANE, KENTON HARROW, LONDON HA3 9UQ	Freehold	51.579694	-0.28829419	<a href="#">Google</a>
day centre		ALRIC AVENUE DAY CENTRE	42 ALRIC AVENUE, STONEBRIDGE, LONDON NW10 8RA	Freehold	51.544473	-0.25781643	<a href="#">Google</a>
Leisure/Sports Facility		WELSH HARP OPEN SPACE	BIRCHEN GROVE, KINGSBURY, LONDON NW9	Freehold	51.57024	-0.25691811	<a href="#">Google</a>

## London Borough of Brent Property Schedule.

OccupancyUsage	Property Reference	PROPERTY	ADDRESS	TENURE	lat	long	MAPPING GOOGL
retail		MAHOGANY ARTS	28 HIGH STREET, HARLESDEN, LONDON NW10 4LX	Freehold	51.536829	-0.2487646	<a href="#">Google</a>
retail		AGE CONCERN BRENT	120 CRAVEN PARK ROAD, HARLESDEN, LONDON NW10 8QD	Freehold	51.540127	-0.25342556	<a href="#">Google</a>
retail	174800379000001	BRENT MENCAP	379 HIGH ROAD, WILLESSEN, LONDON NW10 2JR	Freehold	51.548464	-0.24143813	<a href="#">Google</a>
Carpark		EXETER COURT GARAGES	EXETER COURT, KILBURN, LONDON NW6 5AJ	Freehold	51.532596	-0.19494603	<a href="#">Google</a>
Carpark	453300022000001	SALUSBURY ROAD CAR PARK	SALUSBURY ROAD, KILBURN, LONDON NW6	Freehold	51.533607	-0.20456635	<a href="#">Google</a>
Carpark		LOWER PLACE CAR PARK	DISRAELI ROAD, PARK ROYAL, LONDON NW10	Freehold	51.534375	-0.2621094	<a href="#">Google</a>
Carpark		CAR PARK ADJOINING 6 WENDOVER ROAD	N/T 6 WENDOVER ROAD, HARLESDEN, LONDON NW10	Freehold	51.535363	-0.246312	<a href="#">Google</a>
Carpark		RATHBONE HOUSE GARAGES	BRONDESBURY ROAD, LONDON NW6	Freehold	51.537704	-0.19669062	<a href="#">Google</a>

## London Borough of Brent Property Schedule.

OccupancyUsage	Property Reference	PROPERTY	ADDRESS	TENURE	lat	long	MAPPING GOOGL
Carpark		KILBURN SQUARE UNDERGROUND CAR PARK	VICTORIA ROAD, KILBURN, LONDON NW6	Freehold	51.539189	-0.19617049	<a href="#">Google</a>
Carpark		CAR PARK N/T 92	N/T 92 MELVILLE ROAD, STONEBRIDGE, LONDON NW10	Freehold	51.543401	-0.26136174	<a href="#">Google</a>
Carpark		LONSDALE AVENUE CAR PARK	LONSDALE AVENUE, WEMBLEY, LONDON HA9	Freehold	51.552496	-0.29406086	<a href="#">Google</a>
Carpark		ST JOHNS ROAD CAR PARK	ECCLESTONE COURT, WEMBLEY, LONDON HA9	Freehold	51.553778	-0.29753248	<a href="#">Google</a>
Carpark		KINGSBURY ROAD CAR PARK R/O 469-513	R/O 469-513 KINGSBURY ROAD, KINGSBURY, LONDON NW9	Freehold	51.58502	-0.27741251	<a href="#">Google</a>
Carpark	50200187000001	Church End Car Park	Church Road Car Park rear of 189-203, Church Road, London	Freehold	51.54829	-0.249132	<a href="#">Google</a>
Children's Centre	074800013C00001	Treetops Young Children Centre	73 Doyle Gardens, WILLESDEN, London NW10 3SQ	Freehold	51.539152	-0.23275571	<a href="#">Google</a>
Children's Centre		THREE TREES CHILDRENS CENTRE	TIVERTON ROAD, LONDON NW10 3HL	Leasehold	51.539262	-0.21805735	<a href="#">Google</a>
Children's Centre		FAWOOD CHILDRENS CENTRE	35 FAWOOD AVENUE, LONDON NW10 8DX	Freehold	51.542249	-0.26191038	<a href="#">Google</a>
Children's Centre		CURZON CHILDRENS CENTRE	CURZON CRESCENT, LONDON NW10 9SD	Freehold	51.545403	-0.2508295	<a href="#">Google</a>
Children's Centre		ST RAPHAELS CHILDREN'S CENTRE	RAINBOROUGH CLOSE, STONEBRIDGE, LONDON NW10 0TS	Freehold	51.550371	-0.26812029	<a href="#">Google</a>

## London Borough of Brent Property Schedule.

OccupancyUsage	Property Reference	PROPERTY	ADDRESS	TENURE	lat	long	MAPPING GOOGL
Clinic		12 CAMBRIDGE GARDENS SURGERY	12 CAMBRIDGE GARDENS, KILBURN, LONDON NW6 5AY	Freehold	51.534643	-0.19353855	<a href="#">Google</a>
College - Non-Residential		STONEBRIDGE CENTRE BACES HQ	1 MORLAND GARDENS, STONEBRIDGE, LONDON NW10 8DY	Freehold	51.541616	-0.25982907	<a href="#">Google</a>
Community Buildings		WEST KILBURN BAPTIST CHURCH	CARLTON VALE, KILBURN, LONDON NW6 5DA	Freehold	51.532757	-0.20190361	<a href="#">Google</a>
Community Buildings	1543000800000001	GRANVILLE PLUS CENTRE	GRANVILLE ROAD, KILBURN, LONDON NW6 5RA	Freehold	51.532761	-0.1974771	<a href="#">Google</a>
Community Buildings	202195084	TABOT CENTRE	151 GRANVILLE ROAD, LONDON NW6 5AR	Leasehold	51.532978	-0.19811736	<a href="#">Google</a>
Community Buildings		CHRISTIAN HOLT HOUSE	45 DENMARK ROAD, LONDON NW6 5BP	Freehold	51.533548	-0.200099	<a href="#">Google</a>
Community Buildings		BUS DRIVERS WELFARE FACILITY	STATION TERRACE, KENSAL GREEN, LONDON NW10	Freehold	51.534484	-0.2195849	<a href="#">Google</a>
Community Buildings	380500001000001	Abbey Estate Community Centre	QUEENSBURY ROAD, WEMBLEY, LONDON HA0	Freehold	51.536218	-0.28962285	<a href="#">Google</a>
Community Buildings		SCOUT HUT STEMBER HALL	LEIGHTON GARDENS, KENSAL RISE, LONDON NW10 3PR	Freehold	51.536755	-0.2276576	<a href="#">Google</a>
Community Buildings		HAPPY CHILD DAY NURSERY	2 VICTORIA ROAD, KILBURN, LONDON NW6	Freehold	51.539249	-0.19598066	<a href="#">Google</a>
Community Buildings	48100215000001	WINKWORTH HALL	CHEVENING ROAD, KILBURN, LONDON NW6 6DT	Freehold	51.540339	-0.20960817	<a href="#">Google</a>
Community Buildings	74800015000001	ATC HUT	DONNINGTON ROAD, WILLESSEN, LONDON NW10 3QX	Freehold	51.541386	-0.23183276	<a href="#">Google</a>
Community Buildings		KILN THEATRE	269 KILBURN HIGH ROAD, KILBURN, LONDON NW6 7JR	Freehold	51.543394	-0.20007105	<a href="#">Google</a>
Community Buildings	59200032000001	WORK SKILLS LEARNING	32 CROUCH ROAD, LONDON NW10 8HR	Freehold	51.54632	-0.26228891	<a href="#">Google</a>
Community Buildings	300500075000001	VESTRY HALL	NEASDEN LANE, NEASDEN, LONDON NW10 2TS	Freehold	51.548783	-0.24953161	<a href="#">Google</a>
Community Buildings	355700161000001	HEPHZIBAH DAY NURSERY	161 PITFIELD WAY, STONEBRIDGE, LONDON NW10 0UW	Freehold	51.548784	-0.2665652	<a href="#">Google</a>
Community Buildings		WELFORD CENTRE	UNIT 3, CHALKHILL ROAD, HA9 9FX	Leasehold	51.56388407	-0.276552183	<a href="#">Google</a>
Community Buildings	355700160000001	SUFRA FOODBANK	160 PITFIELD WAY, STONEBRIDGE, LONDON NW10 0PW	Freehold	51.548912	-0.26612763	<a href="#">Google</a>

## London Borough of Brent Property Schedule.

OccupancyUsage	Property Reference	PROPERTY	ADDRESS	TENURE	lat	long	MAPPING GOOGL
Community Buildings	256800159000001	WEMBLEY YOUTH AND COMMUNITY CENTRE	159 LONDON ROAD, WEMBLEY, LONDON HA9 7EU	Freehold	51.549773	-0.28986456	<a href="#">Google</a>
Community Buildings	76800043000001	LEARIE CONSTANTINE CENTRE + CAR PARK	0043-47 DUDDEN HILL LANE, NEASDEN, LONDON NW10 2ET	Freehold	51.549952	-0.2399384	<a href="#">Google</a>
Community Buildings		PAKISTAN COMMUNITY CENTRE	MARLEY WALK, LONDON NW2 4PU	Freehold	51.550091	-0.22470179	<a href="#">Google</a>
Community Buildings		DUDDEN HILL Y + C CENTRE	19 DUDDEN HILL LANE, NEASDEN NW10 2ET	Freehold	51.54938348	-0.239268022	<a href="#">Google</a>

## London Borough of Brent Property Schedule.

OccupancyUsage	Property Reference	PROPERTY	ADDRESS	TENURE	lat	long	MAPPING GOOGL
Community Buildings		MEETING ROOM + PREM	117 MARLEY WALK, CRICKLEWOOD, LONDON NW2 4PY	Freehold	51.550518	-0.22738239	<a href="#">Google</a>
Community Buildings		THE HOPE CENTRE (FORMER SHOOT UP HILL DAY NURSERY)	228 WALM LANE, CRICKLEWOOD, LONDON NW2 3BS	Freehold	51.55149	-0.21020894	<a href="#">Google</a>
Community Buildings	452500089000001	TOKYNGTON YOUTH AND COMMUNITY CENTRE	ST MICHAELS AVENUE, WEMBLEY, LONDON HA9 6SA	Freehold	51.55351	-0.27733375	<a href="#">Google</a>
Community Buildings		THE GRANGE MUSEUM	NEASDEN LANE, NEASDEN, LONDON NW10 1QB	Freehold	51.55821	-0.24915525	<a href="#">Google</a>
Community Buildings		COMMUNITY VOLUNTEER SERVICE	UNITS 3 5 7 RUTHERFORD WAY, LONDON HA9 0BP	Leasehold	51.560316	-0.27841829	<a href="#">Google</a>
Community Buildings		COMMUNITY HALL	1 LAMBERT WALK, WEMBLEY, LONDON HA9 7TR	Freehold	51.564059	-0.23440168	<a href="#">Google</a>
Community Buildings		COMMUNITY HALL	COMBER CLOSE, CRICKLEWOOD, LONDON NW2 7EG	Freehold	51.564059	-0.23440168	<a href="#">Google</a>
Community Buildings	469400245000001	1ST KINGSBURY / CHALLENGER SCOUT GROUP	STAG LANE, KINGSBURY, LONDON NW9 0EF	Freehold	51.592376	-0.26522386	<a href="#">Google</a>
Crematorium/Cemetery		MORTUARY NORTHWICK PARK HOSPITAL	WATFORD ROAD, LONDON HA1 3UJ	Leasehold	51.574856	-0.32185541	<a href="#">Google</a>
Crematorium/Cemetery		PADDINGTON CEMETERY	WILLESDEN LANE, LONDON NW6 7SD	Freehold	51.540085	-0.2053497	<a href="#">Google</a>
Crematorium/Cemetery		ALPERTON CEMETERY	CLIFFORD ROAD, LONDON HA0 1AF	Freehold	51.543951	-0.30632141	<a href="#">Google</a>
Crematorium/Cemetery		WILLESDEN NEW CEMETERY	FRANKLYN ROAD, WILLESDEN, LONDON NW10 9TE	Freehold	51.546674	-0.24563195	<a href="#">Google</a>
day centre		John Billam Resource Centre & Parks Depot Land	WOODCOCK HILL, KENTON HARROW, LONDON HA3 0PQ	Freehold	51.573642	-0.29878189	<a href="#">Google</a>
Day Centre		MILLENNIUM DAY CENTRE	1 ROBSON AVENUE, WILLESDEN, LONDON NW10 3SG	Freehold	51.541368	-0.23662114	<a href="#">Google</a>
depot	202066218	2-7 MARSH ROAD	MARSH ROAD, ALPERTON, LONDON HA0 1ES	Freehold	51.533365	-0.30055781	<a href="#">Google</a>
depot		VICTORIA ROAD TOILETS	N/T 2 VICTORIA ROAD, LONDON NW6	Freehold	51.539373	-0.1958748	<a href="#">Google</a>



## London Borough of Brent Property Schedule.

OccupancyUsage	Property Reference	PROPERTY	ADDRESS	TENURE	lat	long	MAPPING GOOGL
Dwelling		CLEMENT CLOSE NAIL ACCOMMODATION	1 CLEMENT CLOSE, BRONDESBURY, LONDON NW6	Freehold	51.541799	-0.21990507	<a href="#">Google</a>
dwelling		TRAVELLERS SITE	1 to 32 LYNTON CLOSE, NEASDEN, LONDON NW10	Freehold	51.551104	-0.25261576	<a href="#">Google</a>
dwelling		2 & 18 ALLIANCE CLOSE	2 & 18 ALLIANCE CLOSE, WEMBLEY, LONDON HA0 2NG	Leasehold	51.556191	-0.30269321	<a href="#">Google</a>
dwelling		CARETKRS HSE BRAINTCROFT SCH	1 WARREN ROAD, NEASDEN, LONDON NW2 7LJ	Freehold	51.564594	-0.24553385	<a href="#">Google</a>
dwelling		FORMER CARETAKERS HSE OLIVER GOLDSMITH	8 CONISTON GARDENS, KINGSBURY, LONDON NW9 0BD	Freehold	51.582977	-0.25895671	<a href="#">Google</a>

## London Borough of Brent Property Schedule.

OccupancyUsage	Property Reference	PROPERTY	ADDRESS	TENURE	lat	long	MAPPING GOOGL
dwelling	455100115000001	WOODCOCK PARK LODGE	SHAFTESBURY AVENUE, KENTON, LONDON HA3 ORD	Freehold	51.583844	-0.29972883	<a href="#">Google</a>
dwelling	469400343000001	STAG LANE NEW LODGE	343 STAG LANE, KINGSBURY, LONDON NW9 9AD	Freehold	51.590029	-0.26581854	<a href="#">Google</a>
dwelling	257100051000001	KNOWLES HOUSE, ANANSI & WESTBROOK	51 LONGSTONE AVENUE, HARLESDEN, LONDON NW10 3UN	Freehold	51.538191	-0.24057962	<a href="#">Google</a>
Dwelling		136 Honey Pot Lane	The Willows, 136 Honeypot Lane, London, NW9 9QA	Freehold	51.590141	-0.283447	<a href="#">Google</a>
Group Home		170 WALM LANE SUPPORTED LIVING HOME	170 WALM LANE, CRICKLEWOOD, LONDON NW2 3AX	Freehold	51.552519	-0.21699124	<a href="#">Google</a>
Group Home		GROUP HOME	63 MANOR DRIVE, WEMBLEY, LONDON HA9 8EB	Freehold	51.55764	-0.28729023	<a href="#">Google</a>
Group Home		GROUP HOME	KINCH GROVE, WEMBLEY, LONDON HA9 9TF	Freehold	51.55764	-0.28729023	<a href="#">Google</a>
Group Home		GROUP HOME	BEECHCROFT GARDENS, WEMBLEY, LONDON HA9 8EP	Freehold	51.55764	-0.28729023	<a href="#">Google</a>
Group Home		CLAREMONT ROAD MENTAL HEALTH HOSTEL	20 CLAREMONT ROAD, MAIDA HILL, LONDON W9 3DZ	Freehold	51.533316	-0.20612055	<a href="#">Google</a>
Group Home		MENTAL HEALTH GROUP HOME	31 DOUGLAS ROAD, KILBURN, LONDON NW6 7RN	Freehold	51.5399	-0.20206914	<a href="#">Google</a>
hostel		MENTAL HEALTH HOSTEL	127 HIGH ROAD, WILLESSEN, LONDON NW10 2SL	Freehold	51.546863	-0.23066856	<a href="#">Google</a>
hostel		CRANHURST ROAD MENTAL HEALTH HOSTEL	4 CRANHURST ROAD, CRICKLEWOOD, LONDON NW2 4LN	Freehold	51.550679	-0.22375578	<a href="#">Google</a>
hostel		ST GABRIELS MENTAL HEALTH HOSTEL	8 ST GABRIELS ROAD, CRICKLEWOOD, LONDON NW2 4RY	Freehold	51.551939	-0.21725914	<a href="#">Google</a>
hostel		WEMBLEY PARK DRIVE 80 MENTAL HEALTH HOSTEL	80 WEMBLEY PARK DRIVE, WEMBLEY, LONDON HA9 8HB	Freehold	51.561544	-0.28557099	<a href="#">Google</a>
hostel		73 WEMBLEY PARK DRIVE	73 WEMBLEY PARK DRIVE, WEMBLEY, LONDON HA9 8HE	Freehold	51.561914	-0.28562923	<a href="#">Google</a>
HQ Office	202054627	BRENT CIVIC CENTRE	ENGINEERS WAY, WEMBLEY, LONDON HA9 0FJ	Freehold	51.559041	-0.28168346	<a href="#">Google</a>
industrial	3520B0000000001	DESIGNWORKS	UNITS 1 - 62 DESIGNWORKS, HARLESDEN, LONDON NW10 7AH	Freehold	51.536269	-0.24437385	<a href="#">Google</a>

### London Borough of Brent Property Schedule.

OccupancyUsage	Property Reference	PROPERTY	ADDRESS	TENURE	lat	long	MAPPING GOOGL
industrial	0531C0000000001	BRENT NEW ENTERPRISE CENTRE	COBBOLD ROAD, WILLESDEN, LONDON NW10 9SF	Freehold	51.547754	-0.24329718	<a href="#">Google</a>
land		SIR ROBERT PEEL FORMER	15 PEEL PRECINCT, KILBURN, LONDON NW6 5RE	Freehold	51.533093	-0.19915094	<a href="#">Google</a>
land		1C CARLYON ROAD	1C CARLYON ROAD, WEMBLEY, LONDON HA0 1HP	Freehold	51.537741	-0.29728019	<a href="#">Google</a>
land		MEYRICK LANE CAR PARK	DUDDEN HILL LANE, NEASDEN, LONDON NW10	Freehold	51.549209	-0.23957764	<a href="#">Google</a>

## London Borough of Brent Property Schedule.

OccupancyUsage	Property Reference	PROPERTY	ADDRESS	TENURE	lat	long	MAPPING GOOGL
Land		GEC OPEN SPACE	PELLATT ROAD, WEMBLEY	Leasehold	51.5663563	-0.298693135	<a href="#">Google</a>
land		LAND ADJOINING 42 PARKSIDE	42 PARKSIDE, CRICKLEWOOD, LONDON NW2 6RJ	Freehold	51.55901	-0.23290935	<a href="#">Google</a>
land		FORMER SCOUT HUT	DONNINGTON ROAD, LONDON NW10 3QY	Freehold	51.541388	-0.23197688	<a href="#">Google</a>
land		DENNIS JACKSON CENTRE SITE ONLY	178 LONDON ROAD, WEMBLEY, LONDON HA9 7EU	Freehold	51.548985	-0.28949025	<a href="#">Google</a>
land		Site of Fmr British Legion Hall	LIDDING ROAD, KENTON, London HA3 0YF	Freehold	51.584569	-0.29887901	<a href="#">Google</a>
land		CLOCK COTTAGE N/T KENTON GRANGE	KENTON ROAD, KENTON HARROW, LONDON HA3 0YG	Freehold	51.586338	-0.30054514	<a href="#">Google</a>
land		GLOUCESTER HOUSE & DURHAM COURT	Kilburn Park Road, London	Freehold	51.53287	-0.192916	<a href="#">Google</a>
land		QUEENS PARK/CULLEN HOUSE	Keniston Press, Premier House, Cullen House and the Falcon public house, Salusbury Road NW9	Freehold	51.533178	-0.204151	<a href="#">Google</a>
land		LAND NORTH OF CHIPPENHAM GARDENS	5-9 Chippenham Gardens, Kilburn Park Post Office, 4-26 Stuart Road (even), London NW6	Freehold	51.528415	-0.196769	<a href="#">Google</a>
land		PEEL	Peel Precinct, 97 to 112 Carlton House and 8 to 14 Neville Close.	Freehold	51.53345	-0.199036	<a href="#">Google</a>
land		Ainsworth - Phase 1	5 Ainsworth Close, Neasden, London, NW2 7FN	Freehold	51.563401	-0.237356	<a href="#">Google</a>
land		Slough Lane - Phase 1	5 Ainsworth Close, Neasden, London, NW2 7FN	Freehold	51.579008	-0.266123	<a href="#">Google</a>
land		Mead Court - Phase 1	Garages rear of 19-24, Mead Court, Buck Lane, London	Freehold	51.584032	-0.262859	<a href="#">Google</a>
land		Summit Court - Phase 1	Summit Court Garages, Shoot Up Hill, London	Freehold	51.550149	-0.208487	<a href="#">Google</a>
land		William Dromey Court - Phase 1	William Dromey Court, Dyne Road, London, NW6 7XD	Freehold	51.544674	-0.202561	<a href="#">Google</a>
land		James Stewart House - Phase 1	James Stewart House, Dyne Road, London, NW6 7XY	Freehold	51.544091	-0.201803	<a href="#">Google</a>
land		Weston House - Phase 1	Ex Garages rear of Weston House, Weston House, Winchester Avenue, Kilburn, London	Freehold	51.541771	-0.207966	<a href="#">Google</a>

## London Borough of Brent Property Schedule.

OccupancyUsage	Property Reference	PROPERTY	ADDRESS	TENURE	lat	long	MAPPING GOOGL
land		PEEL ROAD -Infill	1 to 5 PEEL ROAD, WEMBLEY, LONDON HA9 7LY	Freehold	51.563172	-0.305471	<a href="#">Google</a>
land		Gladstone Park - Phase 2	Former Garages off Oxleys Road	Freehold	51.561108	-0.227056	<a href="#">Google</a>
land		Kilburn Sq - Phase 2	Sandwood Court, Brondesbury Road, London, NW6 6BQ	Freehold	51.537669	-0.196696	<a href="#">Google</a>
land		Ellerslie Gardens - Phase 2	Ellerslie Gardens, London NW10	Freehold	51.54062	-0.235658	<a href="#">Google</a>
land		John Perrin House - Phase 2	John Perrin Place Garages, John Perrin Place, Harrow	Freehold	51.578117	-0.290939	<a href="#">Google</a>

## London Borough of Brent Property Schedule.

OccupancyUsage	Property Reference	PROPERTY	ADDRESS	TENURE	lat	long	MAPPING GOOGL
land		Kingston House - Phase 2	Kingston House Garages, The Avenue, London	Freehold	51.542498	-0.208445	<a href="#">Google</a>
land		Oman Avenue - Phase 2	Oman Avenue Garages, Oman Avenue, London	Freehold	51.555628	-0.227838	<a href="#">Google</a>
land		Stonebridge	Shakespeare Avenue & Milton Avenue, London NW10	Freehold	51.540629	-0.263674	<a href="#">Google</a>
Leisure/Sports Facility	130800139000001	NORTHWICK PARK GOLF COURSE & FIELDS	280 WATFORD ROAD, HARROW, LONDON HA1 3TZ	Freehold	51.57411	-0.3168609	<a href="#">Google</a>
Leisure/Sports Facility		GROVE PARK OPEN SPACE	GROVE PARK, LONDON NW9 0LA	Freehold	51.591934	-0.2620502	<a href="#">Google</a>

## London Borough of Brent Property Schedule.

OccupancyUsage	Property Reference	PROPERTY	ADDRESS	TENURE	lat	long	MAPPING GOOGL
Leisure/Sports Facility		GORDON BROWN CENTRE	RIDGE LANE, READING RG27 9AY	Freehold	51.289086	-0.98199516	<a href="#">Google</a>
Leisure/Sports Facility		GIBBONS RECREATION GROUND	BRIDGE ROAD, NEASDEN, LONDON NW10	Freehold	51.548739	-0.25750921	<a href="#">Google</a>
Leisure/Sports Facility	352500048000001	GLADSTONE PARK	PARKSIDE, CRICKLEWOOD, LONDON NW2	Freehold	51.557511	-0.23371758	<a href="#">Google</a>
Leisure/Sports Facility	100600279000001	VALE FARM SPORTS GROUND	WATFORD ROAD, WEMBLEY, LONDON HA0	Freehold	51.559538	-0.31341725	<a href="#">Google</a>
Leisure/Sports Facility		HAZEL ROAD OPEN SPACE	HARROW ROAD, KENSAL GREEN, LONDON NW10	Leasehold	51.530312	-0.22678328	<a href="#">Google</a>
Leisure/Sports Facility	3900043000001	ALPERTON SPORTS GROUND	ALPERTON LANE, WEMBLEY, LONDON HA0 1JH	Freehold	51.534914	-0.30322523	<a href="#">Google</a>
Leisure/Sports Facility		CHELMSFORD SQUARE OPEN SPACE	CHELMSFORD SQUARE, WILLESDEN, LONDON NW10	Leasehold	51.538456	-0.2259765	<a href="#">Google</a>

# London Borough of Brent Property Schedule.

OccupancyUsage	Property Reference	PROPERTY	ADDRESS	TENURE	lat	long	MAPPING GOOGLE
Leisure/Sports Facility	170800158000001	ROUNDWOOD PARK	HARLESDEN ROAD, WILLESDEN, LONDON NW10	Freehold	51.541059	-0.2393442	<a href="#">Google</a>
Leisure/Sports Facility		BANKS OF CANAL FEEDER	SHAKESPEARE AVENUE, STONEBRIDGE, LONDON NW10	Leasehold	51.541084	-0.26394484	<a href="#">Google</a>
Leisure/Sports Facility		TOKYNGTON RECREATION GROUND	MONKS PARK, LONDON HA9	Freehold	51.551318	-0.26886325	<a href="#">Google</a>
Leisure/Sports Facility		WOODHEYES ROAD	WOODHEYES ROAD, STONEBRIDGE, LONDON NW10	Leasehold	51.552254	-0.25681238	<a href="#">Google</a>
Leisure/Sports Facility	171400656000001	BARHAM PARK	HARROW ROAD, WEMBLEY, LONDON HA0	Freehold	51.552663	-0.31182524	<a href="#">Google</a>
Leisure/Sports Facility	44800134000001	MAYBANK OPEN SPACE	CENTRAL ROAD, WEMBLEY, LONDON HA0	Freehold	51.554371	-0.32122461	<a href="#">Google</a>
Leisure/Sports Facility	351700016000001	KING EDWARD VII PARK	PARK LANE, WEMBLEY, LONDON HA9 7RX	Freehold	51.556932	-0.29546729	<a href="#">Google</a>
Leisure/Sports Facility	305700521000001	NEASDEN RECREATION GROUND	NORTH CIRCULAR ROAD, NEASDEN, LONDON NW2	Freehold	51.5661	-0.25061247	<a href="#">Google</a>
Leisure/Sports Facility		NEASDEN RECREATION GROUND	NORTH CIRCULAR ROAD, NEASDEN, LONDON NW2	Leasehold	51.5661	-0.25061247	<a href="#">Google</a>
Leisure/Sports Facility	05370002100L001	PRESTON PARK	COLLEGE ROAD, WEMBLEY, LONDON	Freehold	51.570806	-0.30346209	<a href="#">Google</a>
Leisure/Sports Facility	360800289000001	TENTERDEN SPORTS GROUND	PRESTON ROAD, KENTON HARROW, LONDON HA3 0QQ	Freehold	51.573797	-0.2958322	<a href="#">Google</a>
Leisure/Sports Facility		JOHN BILLAM SPORTS GROUND	WOODCOCK HILL, KENTON HARROW, LONDON HA3 0PQ	Freehold	51.574954	-0.29994514	<a href="#">Google</a>
Leisure/Sports Facility		LAND N/T 60 BUSH GROVE	N/T 60 BUSH GROVE, LONDON NW9	Freehold	51.575925	-0.26673064	<a href="#">Google</a>
Leisure/Sports Facility	133600073000001	FRYENT COUNTRY PARK	FRYENT WAY, KINGSBURY, LONDON NW9	Freehold	51.576857	-0.27691298	<a href="#">Google</a>
Leisure/Sports Facility	493700040000001	SILVER JUBILEE PARK	TOWNSEND LANE, KINGSBURY, LONDON NW9	Freehold	51.576882	-0.25610116	<a href="#">Google</a>
Leisure/Sports Facility		LINDSAY PARK	THE MALL, LONDON HA3	Freehold	51.582246	-0.28441672	<a href="#">Google</a>



## London Borough of Brent Property Schedule.

OccupancyUsage	Property Reference	PROPERTY	ADDRESS	TENURE	lat	long	MAPPING GOOGLE
Leisure/Sports Facility		WOODCOCK PARK	SHAFTESBURY AVENUE, KENTON, LONDON HA3 ORD	Freehold	51.583357	-0.30022335	<a href="#">Google</a>
Leisure/Sports Facility		MASONS FIELD	OLD KENTON LANE, KINGSBURY, LONDON NW9 9ND	Leasehold	51.583382	-0.2736206	<a href="#">Google</a>
Leisure/Sports Facility	233500282000001	ROE GREEN PARK	KINGSBURY ROAD, KINGSBURY, LONDON NW9 9RY	Freehold	51.585767	-0.27068656	<a href="#">Google</a>
Leisure/Sports Facility	106100032000001	ETON GROVE OPEN SPACE	ETON GROVE, KINGSBURY, LONDON NW9 9LD	Freehold	51.591576	-0.27557652	<a href="#">Google</a>
library		KILBURN LIBRARY	42 SALUSBURY ROAD, KILBURN, LONDON NW6 6RN	Freehold	51.535113	-0.20540108	<a href="#">Google</a>
library		HARLESDEN LIBRARY PLUS	CRAVEN PARK ROAD, HARLESDEN, LONDON NW10 8SE	Freehold	51.538681	-0.25049602	<a href="#">Google</a>
library	202216288	THE LIBRARY AT WILLESDEN GREEN	HIGH ROAD, LONDON NW10 2SF	Freehold	51.546648	-0.2289462	<a href="#">Google</a>
library		EALING ROAD LIBRARY	EALING ROAD, WEMBLEY, LONDON HA0 4BA	Freehold	51.549533	-0.29744578	<a href="#">Google</a>
library		KINGSBURY LIBRARY PLUS	522 to 524 KINGSBURY ROAD, KINGSBURY, LONDON NW9 9HE	Leasehold	51.586023	-0.27645079	<a href="#">Google</a>
Nursery	158900055000001	GROVE PARK PAVILION AND FLAT	GROVE PARK, LONDON NW9 0LA	Freehold	51.591934	-0.2620502	<a href="#">Google</a>
Office		South Kilburn Estate Office	ALBERT ROAD, KILBURN NW6 5DE	Freehold	51.533288	-0.20310824	<a href="#">Google</a>
Office		CHALLENGE HOUSE	1 to 2 BANK BUILDINGS, HARLESDEN, LONDON NW10 4LT	Freehold	51.536728	-0.24862428	<a href="#">Google</a>
Office		BRONDESBURY ROAD 9-15	9 to 15 BRONDESBURY ROAD, KILBURN, LONDON NW6 6BX	Freehold	51.538397	-0.19500493	<a href="#">Google</a>
Office		BRENT LIBRARIES AND HERITAGE SERVICES	2 GRANGE ROAD, LONDON NW10 2ST	Leasehold	51.546544	-0.22975792	<a href="#">Google</a>
Office		CARLTON CENTRE	GRANVILLE ROAD, LONDON NW6 5RA	Freehold	51.532732	-0.19788198	<a href="#">Google</a>
Office		SOUTH KILBURN STUDIOS	CANTERBURY ROAD, KILBURN, LONDON NW6 5SW	Freehold	51.533686	-0.19857961	<a href="#">Google</a>

## London Borough of Brent Property Schedule.

OccupancyUsage	Property Reference	PROPERTY	ADDRESS	TENURE	lat	long	MAPPING GOOGLE
Office		UJIMA HOUSE AND CAR PARK	388 HIGH ROAD, WEMBLEY HA9 6AR	Freehold	51.55352414	-0.29576215	<a href="#">Google</a>
Place of Worship	300500277000001	FORMER NEASDEN LIBRARY	277 NEASDEN LANE, NW10, LONDON NW10 1QJ	Leasehold	51.5598	-0.25148898	<a href="#">Google</a>
Police Station		ST RAPHAELS POLICE SUB OFFICE	46 HENDERSON CLOSE, STONEBRIDGE, LONDON NW10 0UP	Freehold	51.549516	-0.26559986	<a href="#">Google</a>
Police Station	230500001000001	CHALKHILL POLICE STATION	1 KEN WAY, LONDON HA 9	Freehold	51.564736	-0.26476107	<a href="#">Google</a>
public toilets		PUBLIC LAVATORY R/O 99-103 EALING ROAD	DOUGLAS AVENUE, WEMBLEY, LONDON HA0	Freehold	51.546314	-0.29685924	<a href="#">Google</a>
public toilets		ST JOHNS ROAD TOILETS	OPP 17-19 ST JOHNS ROAD, WEMBLEY, LONDON HA9	Freehold	51.5535	-0.29634563	<a href="#">Google</a>
public toilets	551500001000001	BUTLERS GREEN TOILETS	WATFORD ROAD, WEMBLEY, LONDON HA0	Freehold	51.556708	-0.31802266	<a href="#">Google</a>
Restaurant		PRINCE OF WALES PUBLIC HOUSE	11 CAMBRIDGE GARDENS, LONDON NW6 5AE	Freehold	51.534777	-0.19405233	<a href="#">Google</a>
retail		SHIRLAND ROAD SHOPS	197, 199, 201, 203 & 205 SHIRLAND ROAD, MAIDA HILL, LONDON W9 3EX	Freehold	51.527778	-0.19680892	<a href="#">Google</a>
retail		11 MALVERN ROAD SHOP	11 MALVERN ROAD, KILBURN, LONDON NW6 5PS	Freehold	51.528176	-0.19751404	<a href="#">Google</a>
retail		The Quadrant - Shop Units	1, 3 ,5 and 13 THE QUADRANT, NORTH KENSINGTON, LONDON W10 4AL	Freehold	51.529866	-0.21572825	<a href="#">Google</a>
retail		SHOPS 291 TO 301	291 KILBURN LANE, MAIDA HILL, LONDON W9 3EG	Freehold	51.53304	-0.20571327	<a href="#">Google</a>
retail		KILBURN LANE SHOPS	299 & 301 KILBURN LANE, MAIDA HILL, LONDON W9 3EG	Freehold	51.533065	-0.20552489	<a href="#">Google</a>
retail		HIGH STREET 240 SHOP	240 HIGH STREET, HARLESDEN, LONDON NW10 4TD	Freehold	51.533121	-0.24073183	<a href="#">Google</a>
retail		SICKLE CELL SOCIETY	54 STATION ROAD, HARLESDEN, LONDON NW10 4UA	Freehold	51.533802	-0.24774175	<a href="#">Google</a>
retail		EX-BRONDESBUURY ARMS PH	CANTERBURY ROAD, KILBURN, LONDON NW6 5SR	Freehold	51.534283	-0.19699886	<a href="#">Google</a>

## London Borough of Brent Property Schedule.

OccupancyUsage	Property Reference	PROPERTY	ADDRESS	TENURE	lat	long	MAPPING GOOGL
retail		SHOPS 41 & 43	41 & 43 KILBURN HIGH ROAD, KILBURN, LONDON NW6 5SB	Freehold	51.536243	-0.19173049	<a href="#">Google</a>
retail		ACTON LANE 79	79 ACTON LANE, HARLESDEN, LONDON NW10 8UT	Freehold	51.53666	-0.25368806	<a href="#">Google</a>
retail		WILLESDEN LANE 27 TO 31 (ODD) SHOPS	27 TO 31 WILLESDEN LANE, KILBURN, LONDON NW6 7RD	Freehold	51.54091	-0.20052957	<a href="#">Google</a>
retail		SHOPS 379 TO 381	379 TO 383 KILBURN HIGH ROAD, KILBURN, LONDON NW6 7QE	Freehold	51.545912	-0.20300036	<a href="#">Google</a>
retail		SHOPS UNDER SOLIDARITY HOUSE	18A TO 18 F HIGH ROAD, WILLESDEN, LONDON NW10 2QD	Freehold	51.547693	-0.22609318	<a href="#">Google</a>
retail	LILBURNE	LILBURNE WALK SHOPS	65 TO 70 LILBURNE WALK, STONEBRIDGE, LONDON NW10 0TN	Freehold	51.549545	-0.26634877	<a href="#">Google</a>
retail		ALEXANDRA COURT SHOPS	81/82 & 84/85 ALEXANDRA COURT, WEMBLEY, LONDON HA9 0QZ	Freehold	51.557854	-0.28592616	<a href="#">Google</a>
retail	910030001A00001	CARPENDERS PARK NURSERY	LITTLE OXHEY LANE, LONDON	Freehold	51.564892	-0.28023652	<a href="#">Google</a>
retail	3568C0003000001	3-7 LINCOLN PARADE	3 to 7 LINCOLN PARADE, WEMBLEY, LONDON HA9 8PA	Freehold	51.569942	-0.29414379	<a href="#">Google</a>
retail		Birchen Grove Greenhouse Garden Centre	BIRCHEN GROVE, KINGSBURY, LONDON NW9 8SA	Freehold	51.571414	-0.25600741	<a href="#">Google</a>
School		CARLTON VALE INFANT SCHOOL	MALVERN ROAD, LONDON NW6 5PU	Freehold	51.531697	-0.20020084	<a href="#">Google</a>
School		PRINCESS FREDERICA CE PRIMARY SCHOOL	COLLEGE ROAD, LONDON NW10 5TP	Freehold	51.533	-0.22493424	<a href="#">Google</a>
School		ST MARY'S RC PRIMARY SCHOOL	CANTERBURY ROAD, LONDON NW6 5ST	Freehold	51.535241	-0.19732147	<a href="#">Google</a>
School		SALUSBURY PRIMARY SCHOOL	SALUSBURY ROAD, LONDON NW6 6RG	Freehold	51.536616	-0.20548615	<a href="#">Google</a>
School		COLLEGE GREEN NURSERY SCHOOL	161 COLLEGE ROAD, WILLESDEN, LONDON NW10 3PH	Freehold	51.536931	-0.2273624	<a href="#">Google</a>
School		HARLESDEN PRIMARY SCHOOL	ACTON LANE, LONDON NW10 8AT	Freehold	51.536951	-0.25511885	<a href="#">Google</a>
School		MANOR SCHOOL	CHAMBERLAYNE ROAD, LONDON NW10 3NT	Freehold	51.537178	-0.22110918	<a href="#">Google</a>

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OccupancyUsage	Property Reference	PROPERTY	ADDRESS	TENURE	lat	long	MAPPING GOOGL
School		CAPITAL CITY ACADEMY	DOYLE GARDENS, LONDON NW10 3ST	Freehold	51.539102	-0.23480529	<a href="#">Google</a>
School		THE STONEBRIDGE SCHOOL	SHAKESPEARE AVENUE, LONDON NW10 8NG	Freehold	51.540555	-0.26405149	<a href="#">Google</a>
School		MALOREES INFANT SCHOOL	CHRISTCHURCH AVENUE, LONDON NW6 7PB	Freehold	51.541482	-0.2144087	<a href="#">Google</a>
School		MALOREES JUNIOR SCHOOL	CHRISTCHURCH AVENUE, LONDON NW6 7PB	Freehold	51.54156	-0.21478061	<a href="#">Google</a>
School		DONNINGTON PRIMARY SCHOOL	UFFINGTON ROAD, LONDON NW10 3TL	Freehold	51.541633	-0.23385655	<a href="#">Google</a>
School		NEWFIELD PRIMARY SCHOOL	LONGSTONE AVENUE, HARLESDEN, LONDON NW10 3UO	Freehold	51.542195	-0.24374202	<a href="#">Google</a>
School		STONEBRIDGE PRIMARY ANNEXE	HILLSIDE, STONEBRIDGE, LONDON NW10 0ST	Freehold	51.542632	-0.26652496	<a href="#">Google</a>
School	278500217000001	LYON PARK SCHOOL	VINCENT ROAD, LONDON HA0 4HH	Freehold	51.542835	-0.28705297	<a href="#">Google</a>
School		LEOPOLD PRIMARY SCHOOL	OLDFIELD ROAD, LONDON NW10 9UR	Freehold	51.544548	-0.24717032	<a href="#">Google</a>
School		BRENTFIELD PRIMARY SCHOOL	MEADOW GARTH, LONDON NW10 8HD	Freehold	51.546898	-0.26251204	<a href="#">Google</a>
School		LEOPOLD PRIMARY ANNEXE	BRENTFIELD ROAD, STONEBRIDGE, LONDON NW10 8HE	Freehold	51.547007	-0.25952244	<a href="#">Google</a>
School		MITCHELLBROOK PRIMARY SCHOOL	BRIDGE ROAD, LONDON NW10 9BX	Freehold	51.548837	-0.25617858	<a href="#">Google</a>

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OccupancyUsage	Property Reference	PROPERTY	ADDRESS	TENURE	lat	long	MAPPING GOOGL
School		BARHAM PRIMARY SCHOOL	DANETHORPE ROAD, LONDON HA0 4RQ	Freehold	51.548874	-0.30720591	<a href="#">Google</a>
School		ELSLEY PRIMARY SCHOOL	TOKYNGTON AVENUE, LONDON HA9 6HT	Freehold	51.548974	-0.28748587	<a href="#">Google</a>
School		COPLAND ARK ELVIN ACADEMY	HIGH ROAD, WEMBLEY, LONDON HA9 7DU	Freehold	51.551836	-0.28951314	<a href="#">Google</a>
School		GLADSTONE PARK PRIMARY SCHOOL	SHERRICK GREEN ROAD, LONDON NW2 1LB	Freehold	51.552205	-0.2336779	<a href="#">Google</a>
School		ANSON PRIMARY SCHOOL	ANSON ROAD, LONDON NW2 2AB	Freehold	51.553563	-0.21940261	<a href="#">Google</a>
School		PHOENIX ARCH SCHOOL	DRURY WAY, LONDON NW10 0NQ	Freehold	51.553585	-0.26284869	<a href="#">Google</a>
School		NORTHVIEW PRIMARY SCHOOL	NORTHVIEW CRESCENT, LONDON NW10 1RD	Freehold	51.555293	-0.24770935	<a href="#">Google</a>
School		PARK LANE PRIMARY SCHOOL	PARK LANE, LONDON HA9 7RY	Freehold	51.555883	-0.29384759	<a href="#">Google</a>
School		MORA PRIMARY SCHOOL	MORA ROAD, LONDON NW2 6TD	Freehold	51.5589	-0.22505126	<a href="#">Google</a>
School		WEMBLEY PRIMARY SCHOOL	EAST LANE, LONDON HA9 7NW	Freehold	51.561401	-0.29421817	<a href="#">Google</a>
School		CHALKHILL PRIMARY SCHOOL	BARNHILL ROAD, LONDON HA9 9YP	Freehold	51.562011	-0.27017404	<a href="#">Google</a>
School		WYKEHAM PRIMARY SCHOOL	ABOYNE ROAD, LONDON NW10 0EX	Freehold	51.56232	-0.2546529	<a href="#">Google</a>
School		POPLAR GROVE CENTRE	POPLAR GROVE, WEMBLEY, LONDON HA9 9DB	Freehold	51.562838	-0.26227965	<a href="#">Google</a>
School		CREST ACADEMY	0 CREST ROAD, LONDON NW2 7SN	Freehold	51.563237	-0.24135879	<a href="#">Google</a>
School		BRAINTCROFT PRIMARY SCHOOL	WARREN ROAD, LONDON NW2 7LL	Freehold	51.564266	-0.24520023	<a href="#">Google</a>
School		ROE GREEN SCHOOL STRATHCONA	5 STRATHCONA ROAD, WEMBLEY, LONDON HA9 8XT	Freehold	51.566902	-0.30339096	<a href="#">Google</a>
School		BYRON COURT PRIMARY SCHOOL	SPENCER ROAD, LONDON HA0 3SF	Freehold	51.56931	-0.31133855	<a href="#">Google</a>
School		PRESTON PARK PRIMARY SCHOOL	COLLEGE ROAD, LONDON HA9 8RJ	Freehold	51.571345	-0.2997623	<a href="#">Google</a>
School		FRYENT PRIMARY SCHOOL	CHURCH LANE, LONDON NW9 8JD	Freehold	51.576881	-0.26386562	<a href="#">Google</a>
School		Kingsbury Manor	288A KINGSBURY ROAD, KINGSBURY, London NW9 9HA	Freehold	51.57823	-0.27362822	<a href="#">Google</a>

## London Borough of Brent Property Schedule.

OccupancyUsage	Property Reference	PROPERTY	ADDRESS	TENURE	lat	long	MAPPING GOOGL
School		MOUNT STEWART INFANT SCHOOL	CARLISLE GARDENS, LONDON HA3 0JX	Freehold	51.578415	-0.30170666	<a href="#">Google</a>
School		OLIVER GOLDSMITH PRIMARY SCHOOL	CONISTON GARDENS, KINGSBURY, LONDON NW9 0BD	Freehold	51.58295	-0.25777415	<a href="#">Google</a>
School		KINGSBURY GREEN PRIMARY SCHOOL	OLD KENTON LANE, LONDON NW9 9ND	Freehold	51.583193	-0.26934088	<a href="#">Google</a>
School		UXENDON MANOR PRIMARY SCHOOL	VISTA WAY, LONDON HA3 0SH	Freehold	51.583378	-0.29797086	<a href="#">Google</a>
School		BRENT RIVER COLLEGE	0364A STAG LANE, LONDON NW9 9AE	Freehold	51.588865	-0.26615158	<a href="#">Google</a>
School		ROE GREEN SCHOOL	PRINCES AVENUE, LONDON NW9 3JL	Freehold	51.590042	-0.27279069	<a href="#">Google</a>
School		THE VILLAGE SCHOOL	GROVE PARK, KINGSBURY, LONDON NW9 0JY	Freehold	54.5326	-5.2625084	<a href="#">Google</a>
School		ADE ADEPITAN SHORT BREAK CENTRE	GROVE PARK, KINGSBURY, LONDON NW9 0JH	Freehold	51.590704	-0.264104	<a href="#">Google</a>
School	7200010000001	ASHLEY GARDENS	ASHLEY GARDENS, WEMBLEY, LONDON HA9 8NP	Freehold	51.566204	-0.293173	<a href="#">Google</a>
Sports Hall		WILLESDEN SPORTS CENTRE AND STADIUM	DONNINGTON ROAD, WILLESDEN, LONDON NW10 3QX	Freehold	51.540123	-0.23156446	<a href="#">Google</a>
Sports Hall		VALE FARM SPORTS CENTRE	WATFORD ROAD, LONDON HA0 3HG	Freehold	51.559502	-0.31656352	<a href="#">Google</a>
Sports Hall	0238A0000000001	BRIDGE PARK SPORTS CENTRE & UNITS	1 to 38 BRIDGE PARK CENTRE, STONEBRIDGE, LONDON NW10 ORG	Freehold	51.543119	-0.27143855	<a href="#">Google</a>
Sub-station	202061158	GAS PRESSURE STATION OPP 48	OPP 48 OLD CHURCH LANE, KINGSBURY, LONDON NW9 8TG	Freehold	51.567996	-0.25898075	<a href="#">Google</a>
Youth Facilities		ROUNDWOOD YOUTH CENTRE	LONGSTONE AVENUE, HARLESDEN, LONDON NW10 3UE	Freehold	51.538749	-0.24001014	<a href="#">Google</a>

## Investment Strategy Report 2019/20

### 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. This investment strategy is a new report for 2019/20, meeting the requirements of statutory guidance issued by the government in January 2018, and focuses on the second and third of these categories. The Council does not 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 £50m and £100m during the 2019/20 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 2019/20 for treasury management investments are covered in a separate document, the treasury management strategy, available here:

<http://democracy.brent.gov.uk/ieListDocuments.aspx?CId=717&MId=4733&Ver=4>

### **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. For example the Council has agreed to loan its subsidiary (i4B Holdings Limited) up to £100m to complete the purchase of 300 properties to support the Councils Temporary Reform Accommodation Plan. Similarly the Council intends to contribute £3.2m of equity into a Limited Liability Partnership to bring about the comprehensive development of the Queens Park/Cullen House & Falcon P.H. site in the South Kilburn Regeneration Programme Area.
8. 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	31.3.2018 actual	2019/20
	Balance owing	Approved Limit
Subsidiaries	46.9	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>47.1</b>	<b>725.0</b>

9. 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 2018/19 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.
10. 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**

11. 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 £8.6Mm consisting of 34 individual property assets generating £0.5M PA, or a yield of 6.4%. The forecast for 19/20 expects similar returns to 18/19.

**Table 2: Property held for investment purposes in £ millions**

Asset Types	Actual 18/19			
	No. of Assets	Gain or (losses)	Value in accounts in £m	Income PA in £m
Operational	48	3.3	165.0	0.84
Commercial	34	0.2	8.6	0.55
Community Groups	40	0.3	15.0	0.18
Education	48	5.6	280.0	0.00
Regeneration	35	0.5	25.0	0.12
Non HRA Housing	7	0.1	3.9	0.10
<b>TOTAL</b>	<b>212</b>	<b>10.0</b>	<b>497.5</b>	<b>1.79</b>

12. 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.
13. 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.
14. 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 MTFP.

### **Other categories of investment**

#### Loan Commitments and Financial Guarantees

15. 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**

16. 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.
17. 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.

18. 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.
19. 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**

20. 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

21. 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>31.03.2018 Actual</b>	<b>31.03.2019 Forecast</b>	<b>31.03.2020 Forecast</b>
Treasury management investments	119.8	100.0	50.0
Service investments: Loans	47.1	120.0	240.0
Commercial investments: Property	497.5	522.4	530.0
<b>TOTAL INVESTMENTS</b>	<b>664.4</b>	<b>742.4</b>	<b>820.0</b>
<b>TOTAL EXPOSURE</b>	<b>664.4</b>	<b>742.4</b>	<b>820.0</b>

How investments are funded

22. 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**

Investments funded by borrowing	31.03.2018 Actual	31.03.2019 Forecast	31.03.2020 Forecast
Service investments: Loans	47.1	120.0	240.0
Commercial investments: Property	497.5	522.4	530.0
<b>TOTAL FUNDED BY BORROWING</b>	<b>544.6</b>	<b>642.4</b>	<b>770.0</b>

Rate of return

23. 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)**

Investments net rate of return	2017/18 Actual	2018/19 Forecast	2019/20 Forecast
Treasury management investments	0.71%	0.72%	0.95%
Service investments: Loans	2.2%	2.2%	6.1%
Commercial investments: Property	6.5%	6.4%	6.4%

**Table 6: Other investment indicators**

Indicator	2017/18 Actual	2018/19 Forecast	2019/20 Forecast
Debt to net service expenditure ratio	1.55	1.50	1.34
Commercial income as a % of net service expenditure ratio	0.64%	0.68%	0.68%

## Capital Strategy Report 2019/20

### 1.0 Introduction

- 1.1 This capital strategy is a new report for 2019/20, giving a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. It has been written in an accessible style to enhance members' understanding of these sometimes technical areas.

### 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 provided in the annual Statement of Accounts.
- 2.2 In 2019/20, the Council is planning capital expenditure of £257.6M as summarised below:

**Table 1: Prudential Indicator: Estimates of Capital Expenditure in £ millions**

£M	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget
General Fund services	91.3	209.2	177.8	166.5	72.0	47.1
Council housing (HRA)	32.4	26.8	17.0	0.0	0.0	0.0
Capital investments	38.0	21.6	4.0	10.0	10.0	12.0
<b>TOTAL</b>	<b>161.6</b>	<b>257.6</b>	<b>198.7</b>	<b>176.5</b>	<b>82.0</b>	<b>59.1</b>

- 2.3 The main General Fund capital projects include (South Kilburn Estate Regeneration £96M, Investment in council subsidiary i4B £55M, Major Repairs and maintenance of the Council's housing stock £52M, School capital improvements works £18M and investments in roads and pavements £39M. The Council also plans to incur capital expenditure on investments, which are detailed later in this report in paragraph 9.3.
- 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 and improving and maintaining council homes over the forecast period.
- 2.5 During the year capital sub-boards (led by Operational Directors) have developed a comprehensive list of possible areas for future additional capital investment to potentially

draw down against the pipeline budget provision. Outline bids are collated by the PMO (Programme Management Office) in conjunction with Finance who calculate the financing cost (which can be nil if the project is fully externally financed).

- 2.6 This process included the assimilation of over 100 individual capital proposals with a total value of c£1bn and a spend profile spanning 3 to 5 years. This has since been reworked and consolidated to c50 projects so that they can be considered at a more strategic level. The detailed steps taken to arrive at this point are described below, however it is worth noting that at this stage, the proposals are mostly at an early draft or outline business case form. The capital programme and capital pipeline proposals 2019/20 – report sets out the potential next steps in prioritising these proposals for incorporation into the main capital programme for 2019/20 to 2021/22 which will be presented to Council in February 2019 as part of the annual budget setting cycle.
- 2.7 Full details of the Council's capital programme, including the project appraisals undertaken can be found within the capital programme and capital pipeline proposals 2019/20 considered by Cabinet in January 2019.
- 2.8 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	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget
External resources	47.3	34.7	65.3	19.4	7.5	2.1
Own Resources	84.9	50.3	63.3	26.2	30.6	20.1
Debt	29.4	172.7	70.1	130.8	43.8	36.8
<b>TOTAL</b>	<b>161.6</b>	<b>257.6</b>	<b>198.7</b>	<b>176.5</b>	<b>82.0</b>	<b>59.1</b>

- 2.9 Excluding external grants and other resources most assets are funded from debt. (The position in 2018/19 to 2020/21 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 2023/24 is as set out in the table below.

**Table 3: Replacement of debt finance in £ millions**

£M	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget
MRP	8.9	9.2	9.9	11.0	13.1	12.8
<b>TOTAL</b>	<b>8.9</b>	<b>9.2</b>	<b>9.9</b>	<b>11.0</b>	<b>13.1</b>	<b>12.8</b>

- 2.91 The Council's full minimum revenue policy statement is presented as an Appendix to the annual Council Tax and Budget Setting Report.
- 2.92 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 £855M during 2019/20, and to over £1bn, a 27% increase on the 2018/19 figure, by 2023/24. 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	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget
<b>Opening CFR</b>	<b>670.9</b>	<b>691.5</b>	<b>854.9</b>	<b>915.0</b>	<b>1,034.8</b>	<b>1,065.5</b>
Capital Expenditure	161.6	257.6	198.7	176.5	82.0	59.1
External resources	(47.3)	(34.7)	(65.3)	(19.4)	(7.5)	(2.1)
Own Resources	(84.9)	(50.3)	(63.3)	(26.2)	(30.6)	(20.1)
MRP	(8.9)	(9.2)	(9.9)	(11.0)	(13.1)	(12.8)
<b>Closing CFR</b>	<b>691.5</b>	<b>854.9</b>	<b>915.0</b>	<b>1,034.8</b>	<b>1,065.5</b>	<b>1,089.5</b>

### **3.0 Asset management**

- 3.1 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.

### **4.0 Asset disposals**

- 4.1 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 £25M of capital receipts in the coming financial year as follows:

**Table 5: Capital receipts in £ millions**

£M	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget
Asset Sales	18.4	3.9	12.5	17.7	27.1	16.6
Loans Repaid	0.0	0.0	0.0	0.0	0.0	0.0
<b>TOTAL</b>	<b>18.4</b>	<b>3.9</b>	<b>12.5</b>	<b>17.7</b>	<b>27.1</b>	<b>16.6</b>

## 5.0 Treasury Management

- 5.1 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.
- 5.2 Due to decisions taken in the past, the Council currently has £396M borrowing at an average interest rate of 4.83% and £130M treasury investments at an average rate of 0.8%.

## 6.0 Borrowing strategy

- 6.1 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 0.75%) and long-term fixed rate loans where the future cost is known but higher (currently 2.0 to 3.0%).
- 6.2 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	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget
Debt (incl. PFI & leases)	396.0	355.0	331.0	316.0	305.0	654.0
Capital Financing Requirement	691.5	854.9	915.0	1,034.8	1,065.5	1,089.5



- 6.3 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.

## 7.0 Affordable borrowing limit

- 7.1 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 £m**

£M	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget
Authorised Limit	1,100.0	1,200.0	1,200.0	1,300.0	1,400.0	1,500.0
Operational Boundary	900.0	1,000.0	1,000.0	1,100.0	1,200.0	1,300.0

- 7.2 Further details on borrowing are contained within the Council’s treasury management strategy.

## 8.0 Investment strategy

- 8.1 Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.
- 8.2 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	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget
Short term investments	130.0	115.0	100.0	85.0	70.0	55.0
Long term investments	83.5	105.1	109.1	119.1	129.1	141.1

- 8.3 Further details on treasury investments are contained within the Council's treasury management strategy.
- 8.4 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.

## 9.0 Investments for Service Purposes

- 9.1 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.
- 9.2 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.
- 9.3 The proposed budget includes sums for investment in the Council's subsidiary i4B as well as the Queen's Park Joint Venture. Both schemes aim to alleviate affordable housing pressures.

## 10.0 Commercial Activities

- 10.1 The Council can invest in commercial property purely or mainly for financial gain. Total commercial investments are currently valued at £8.6M consisting of 34 individual property assets generating £0.5M PA, or a yield of 6.4%.

**Table 9: Property asset types and income generated in £millions**

ASSET TYPES	No. of Assets	Value £M	Income PA £M
Operational	48	165.0	0.84
Commercial	34	8.6	0.55
Community Groups	40	15.0	0.18
Education	48	280.0	0
Regeneration	35	25.0	0.12
Non HRA Housing	7	3.9	0.1
<b>TOTAL</b>	<b>212</b>	<b>497.5</b>	<b>1.79</b>

- 10.2 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.

## **11.0 Liabilities**

- 11.1 In addition to debt of £396M detailed above, the Council is committed to making future payments to cover its pension fund deficit (valued at £562M - March 2016).

## **12.0 Revenue Budget Implications**

- 12.1 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	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget
Financing costs	13.5	14.9	17.1	21.2	24.9	32.1
Proportion of net revenue stream %	5.1%	5.6%	6.4%	7.9%	9.3%	12.0%

- 12.2 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 2019/20, as well as the prudential indicators included above demonstrates how this is prudent, affordable and sustainable.

## **13.0 Knowledge and Skills**

- 13.1 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.

- 13.2 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.

# Brent Council's physical and tangible assets as at Mar 2019

## Physical and Intangible Assets

Note 1 – Significant movements on balances of property, plant and equipment

Movements in 2018/19	Council Dwellings	Land & Buildings	VPF&E	Infra-structure	Surplus Assets	Asset under Construction	Total	*PFI Assets
	£m	£m	£m	£m	£m	£m	£m	£m

### Cost or Valuation

At 1 April 2018	664.3	722.2	41.3	258.2	3.9	63.7	1,753.6	112.4
Additions	26.2	25.4	15.3	15.2	0.7	30.6	113.4	3.0
Depreciation written out	-25.4	-7.1	0.0	0.0	0.0	0.0	-32.5	-0.3
Revaluation increases (decreases) in the Revaluation Reserve	5.9	93.1	0.0	0.0	-0.1	0.0	98.9	13.4
Revaluation increases (decreases) in the Surplus / Deficit on the Provision of Services	-32.3	-14.5	0.0	0.0	0.0	0.0	-46.8	0.0
Derecognition - Disposals	-1.5	-61.7	-2.5	0.0	0.0	-7.4	-73.1	0.0
Reclassifications (to/from Assets Held for Sale)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other movements in Cost or Valuations	-27.9	67.0	0.0	0.0	3.7	-42.8	0.0	0.0
At 31 March 2019	609.3	824.4	54.1	273.4	8.2	44.1	1,813.5	128.5

### Depreciation and Impairments

At 1 April 2018	-26.5	-20.0	-29.2	-71.1	0.0	0.0	-146.8	-11.9
Charge for 2018/19	-7.1	-12.8	-4.5	-6.8	0.0	0.0	-31.2	-2.5
Depreciation written out	25.4	7.1	0.0	0.0	0.0	0.0	32.5	0.3
Impairment losses (reversals) recognised in the Revaluation Reserve	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Impairment Losses/(Reversals) recognised in the Surplus/Deficit on the Provision of Services	-0.1	0.0	0.0	0.0	0.0	0.0	-0.1	0.0
Derecognition - Disposals	0.1	1.0	1.1	0.0	0.0	0.0	2.2	0.0
Reclassifications (to/from Assets Held for Sale)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other Movements in Depreciation & Impairments	1.1	-1.1	0.0	0.0	0.0	0.0	0.0	0.0
At 31 March 2019	-7.1	-25.8	-32.6	-77.9	0.0	0.0	-143.4	-14.1

### Balance Sheet Net Book Values (NBV)

Balance Sheet NBV at 31 March 2019	602.2	798.6	21.5	195.5	8.2	44.1	1,670.1	114.4
Balance Sheet NBV at 1 April 2018	637.8	702.2	12.1	187.1	3.9	63.7	1606.8	100.5

# Brent Council's physical and tangible assets as at Mar 2019

Movements in 2017/18	Council Dwellings	Land & Buildings	VPF&E	Infra-structure	Surplus Assets	Asset under construction	Total	*PFI Assets
	£m	£m	£m	£m	£m	£m	£m	£m

## Cost or Valuation

At 1 April 2017	670.4	673.6	34.7	246.3	5	23.2	1,653.20	112.1
Additions	45.7	16.5	6.6	10.1	-	48.5	127.4	-
Depreciation written out	-	-30.6	-	-	-	-	-30.6	-
Revaluation increases (decreases) in the Revaluation Reserve	-	43.6	-	-	-	-	43.6	0.3
Revaluation increases (decreases) in the Surplus / Deficit on the Provision of Services	-34.3	11.5	-	-	-	-	-22.8	-
Derecognition - Disposals	-17.5	-	-	-	-1.1	-	-18.6	-
Reclassifications (to/from Investment Property)	-	1.5	-	-	-	-	1.5	-
Other movements in Cost or Valuations	-	6.1	-	1.8	-	-8	-0.1	-
At 31 March 2018	664.3	722.2	41.3	258.2	3.9	63.7	1,753.60	112.4

## Depreciation and Impairments

At 1 April 2017	-19.4	-35	-24.7	-64.7	-	-	-143.8	-9.9
Charge for 2017/18	-7.6	-15.6	-4.5	-6.4	-	-	-34.1	-2
Depreciation written out	-	30	-	-	-	-	30	-
Impairment written out	-	0.6	-	-	-	-	0.6	-
Derecognition - Disposals	0.5	-	-	-	-	-	0.5	-
At 31 March 2018	-26.5	-20	-29.2	-71.1	-	-	-146.8	-11.9

## Balance Sheet Net Book Values (NBV)

Balance Sheet NBV at 31 March 2018	637.8	702.2	12.1	187.1	3.9	63.7	1,606.80	100.5
Balance Sheet NBV at 1 April 2017	651	638.6	10	181.5	5	23.2	1,509.30	102.2

**\*Note:** PFI Assets included within Land & Buildings, VPF&E and infrastructure are also presented in a separate memorandum column to show their total value within the Council's overall PP&E.

Intangible assets are shown in a separate asset classification within the Council's Balance Sheet



**Cabinet**  
22 May 2017

**Report from the Director of  
Performance, Policy & Partnerships**

Wards Affected:  
All

**Review of Community Asset Transfers Policy**

**1. Introduction**

- 1.1 The 2015 refresh of Brent's Property and Asset Strategy introduced proposals for Community Asset Transfer (CAT), enabling the transfer of land or buildings from the Council's freehold or leasehold ownership into the stewardship of Third Sector Organisations (TSOs). This report reviews the operation of the council's CAT policy and its intended goals since July 2015. It looks at the fourteen applications received and explores the availability of further potential assets for transfer.
- 1.2 In doing so the report takes into account the views of key stakeholders, including TSOs who have showed interest in or been through the CAT application process, as well as external partners and officers of the council. The report finds that the CAT policy is not meeting its objectives, and recommends that the council discontinues the existing CAT process in favour of marketing all council assets in the usual way.

**2. Recommendation**

- 2.1 For Cabinet to:
- i) Approve the discontinuation of the Community Asset Transfer scheme from 31 May 2017.

**3. Overview**

- 3.1 Community Asset Transfer (CAT) is the transfer of land or buildings from the council's freehold or leasehold ownership (subject to appropriate approvals) into the stewardship of third sector organisations (TSOs). It was first introduced nationally in 2003, and was further encouraged over subsequent years as a means of achieving various key objectives; including active citizenship, improved wellbeing and economic regeneration.
- 3.2 In the 2015 refresh of Brent's Property and Asset Strategy, the council introduced proposals for Community Asset Transfer, to achieve a number of potential benefits from this. The council was clear that TSOs could be better-placed than the council to manage these assets in local communities, with their local knowledge and hands-on management likely to lower overheads and achieve better and more intensive use from the assets than might be the case under traditional models of service delivery.
- 3.3 CAT would also support the delivery of service outcomes which otherwise would be unaffordable, by reducing TSOs' dependence on grants and providing them with opportunities to access funding and

financing which the Council may be unable to access, and even to secure loan finance against the value of assets. Additionally, there was the benefit of empowering local communities and putting local organisations in control, to encourage a sense of pride of place and generate wealth in Brent's communities.

3.4 Brent's CAT policy outlines a framework for the identification and transfer of council assets to TSOs, to enable them to be sustainably managed. It encourages TSOs to approach the council with proposals for assets by submitting expressions of interest (EOIs) for use which supports Borough Plan 2015-19 priorities.

3.5 The CAT policy is underpinned by five principles:

- CATs should support the priorities of the Borough Plan;
- Organisations that benefit from the transfer should be credible, constituted, and financially viable with a clear business case;
- The services and building should promote equality and community cohesion;
- All opportunities should be advertised; and
- Buildings should be transferred on a repairing leasehold basis.

#### 4. Applications to date

4.1 Since the policy was agreed, 14 expressions of interest have been received from 13 TSOs via the Community Initiated Transfer process in respect of 10 properties. The table below summarises these:

Asset	Ward	Applicant	Application status
Gladstone Park Pavilion	Mapesbury	Kilburn Cosmos RFC	Approved
		Harlesden Ummah	Unsuitable
Tenterden Pavilion	Kenton	Forest United FC	Approved
		London Muslim Cultural and Recreational Charity (LMCRC)	Approved
Wembley Youth and Community Centre	Wembley Central	Wembley Crime Prevention	Unsuitable
		Asian People's Disability Alliance	Unsuitable
King Edward VII Park buildings	Preston	Ansar Youth Project	Unsuitable
Kingsbury Resource Centre	Fryent	Oshwal Association of the UK	Unsuitable
		Asian People's Disability Alliance	Unsuitable
Butler's Green Toilets	Sudbury	Sudbury Neighbourhood Centre	Approved
Northwick Park Pavilion	Northwick Park	Parnells Gaelic Football Club	Approved
Barham Park Card Room	Sudbury	Tamu Samaj UK	Approved
Church Lane Recreation Ground	Fryent	Shree Swaminarayan Sidhant Sajivan Mandal (SSSSM), London	Under assessment
The Old Refectory, Central Middlesex Hospital	Stonebridge	Asian People's Disability Alliance	Ineligible



- 4.2 Four properties have been approved by Cabinet for marketing as CATs: Gladstone Park Pavilion (Kilburn Cosmos clubhouse); Tenterden Pavilion; Northwick Park Pavilion and Butler's Green toilets. However, authority to market Northwick Park Pavilion was subsequently withdrawn by Cabinet in January 2017 owing to its inclusion in the One Public Estate programme. A fifth property, Barham Park Card Room, was approved for marketing under the council's CAT policy by the Barham Park Trust Committee in July 2015.
- 4.3 Four properties have been identified as unsuitable for CAT: Kingsbury Resource Centre, Wembley Youth and Community Centre, Church Lane Recreation Ground and King Edward VII Park buildings. This has been on the basis they had already been marketed through regular property channels at the time of the CAT submission. The Old Refectory in Central Middlesex Hospital property is ineligible as it is not council-owned.
- 4.4 In addition to this, one property - Welsh Harp Environment Education Centre - was identified for CAT as part of a council initiated service review and leased to Thames 21 in January 2016.

## **5. Consultation and views from stakeholders**

- 5.1 In reviewing the CAT process, views from a range of stakeholders were sought, from CVS Brent, TSOs and from within the council. These included:
- A focus group with individuals who had submitted EOIs for CAT
  - Two focus groups with individuals who had attended CVS Brent's CAT training but who had not submitted EOIs
  - Questionnaires to organisations which had submitted EOIs, and to those which had attended the CAT training but not submitted EOIs
  - Feedback from CVS Brent, and
  - Meetings with relevant colleagues in the council's Strategic Property service (including the head of the service, the Commercial Portfolio Manager and the Estate Surveyor).
- 5.2 Views expressed by TSOs and CVS Brent indicate that the process and tools as they currently operate are not regarded as offering strong prospects for securing accommodation. Focus groups indicated some key issues, which included:
- The difficulty for small TSOs in meeting the policy's requirements for legal constitution and financial viability, as well as in having the capacity to undertake feasibility work
  - The length of lease offered (seven years) being too short to provide certainty and stability
  - The risk to applicants which is entailed by the requirement for CATs to be advertised on the open market
  - The lengthy timescales of the process, and
  - A lack of clarity about the council's views of properties' suitability for CAT, and general communication prior to submission of an application.
- 5.3 A number of these issues were echoed by CVS Brent in its feedback to the council. It supported in particular the views that clarity of properties available for CAT, and the length of leases were issues, as well as pointing to additional ones, such as problems with the online application system for submitting property applications.
- 5.4 As mentioned above, CVS Brent offers advice and training to organisations which may wish to submit CAT applications, and representatives made clear that demand for this training has fallen significantly in recent months. In setting out the likely reasons for this, they pointed primarily to the view amongst TSOs that the CAT process was neither quick, nor easy to complete – and the issues identified above are clearly factors in this. In addition, however, was the understanding that the council did not have many viable assets which it was likely to offer via CAT; and that those properties which it did offer were likely to require investment that few TSOs were able to commit.
- 5.5 Officers in the council's Strategic Property service recognised issues with processes identified by

TSOs and CVS Brent. In relation to criticisms of the principle of marketing CATs, there was a view that this broadly had enabled the council to get the best deals, and the strongest applicants, amongst TSOs. Furthermore, it had avoided potential unfairness in supporting only specific TSOs which actually made applications.

- 5.6 However, there was the recognition that the council has few assets of good quality to offer via CAT, meaning that TSOs were largely not benefiting from the existence of the policy at present. The process itself was also resource-intensive for the council, and so the overall value of the process was questionable.

## **6 Analysis and conclusions**

- 6.1 The success of CATs across the country has generally been limited and securing benefits for communities has been challenging. Lambeth and Bristol are two authorities at the vanguard of the CAT process. Their process differs in that once a TSO's initial application has been endorsed, they work with that TSO to develop the full application. Despite this, and the offer of a 25 year lease or freehold transfer, take-up in Lambeth has not been significantly greater than Brent. Bristol's has enjoyed a greater degree of success though principally by having a considerably larger number of properties to offer.
- 6.2 Barnet has opted to use their CAT process to review the tenancy of existing council properties. In Brent, occupants of such properties appear reluctant to opt for CAT for fear of losing out to rival organisations during the open marketing process. Whilst a similar strategic review could be a future option for Brent, the CAT process may not be the best forum for conducting it.
- 6.3 From the consultation with Brent TSOs, partners and officers in March 2016, the evidence indicates the CAT policy does not meet the intended goals of enabling better management of assets, enabling more effective delivery of Borough Plan outcomes by TSOs, and empowering local communities. Some of the issues identified concern the supporting processes and tools, which can make applying for CATs more difficult for TSOs. These include the accessibility of information on assets eligible for CAT, and communication between TSOs and the council in relation to CATs. These could be resolved with relatively straightforward operational changes.
- 6.4 However, other factors also discourage some TSOs from CATs. These include choices that the council has made about policy and its underpinning principles, such as criteria for applicants, open marketing of CAT opportunities, and the length of leases offered. They also include lack of capacity in smaller TSOs, limiting their ability to successfully engage in a CAT. Overall, contrary to empowering local organisations, these factors have served to exclude them and discourage them from taking up potential opportunities to engage with the council. The original ethos that a straightforward Expression of Interest is sufficient to kick start the CAT process has been lost, with applicants expend considerable time and resources in developing a full property bid from the outset.
- 6.5 The most important factor, however, is the lack of high quality assets available for CAT in Brent. The Strategic Property Plan currently lists just three properties available: Chalkhill Police Office, Welford Centre (Units 1-3) and the Millennium Day Centre. Moreover, those that are made available are of low quality, meaning that local TSOs - which are best-placed to realise the community benefits of CAT - are left with poorer accommodation, or else are less likely to apply because they are unable to commit the investment required to bring assets up to standard.
- 6.6 The discontinuation of the CAT scheme from 31 May 2017 would see no further applications accepted for submission. However, the four properties already marketed or approved for marketing will continue to be supported throughout the remainder of the process.

Property	Status
Barham Park Card Room	Property application approved. Lease to be signed with Tamu Samaj UK
Butler's Green Toilets	Property to be marketed as a CAT opportunity
Gladstone Park Pavilion	Property application approved from Kilburn Kosmos RFC
Tenterden Pavilion	Property application approved. Lease to be signed with Wembley Education Charitable Trust

## 7. Financial implications

- 7.1 There are no immediate direct financial implications, as both officer time spent on the CAT process and on disposing assets is within existing budgets. However, disposing council properties is more likely to generate capital receipts that could be used to support the Capital programme, as it is not restricted by CAT criteria. Furthermore, those attracted to the change in the process are more likely to have the fiscal capacity to invest in the assets.

## 8. Legal implications

- 8.1 The Council is able to transfer property at an undervalue in accordance with the provisions of the General Disposal Consent 2003 provided that the purpose for which the land is to be transferred is likely to contribute to the promotion or improvement of the economic, social or environmental well-being of the area.
- 8.2 However, the Council also has a duty to follow normal and prudent commercial practices when disposing of its interest in property. Clearly this duty is built into the CAT policy and it has been evidenced that it is the policy and its underpinning principles which seem to discourage the TSO from applying for CATs.
- 8.3 If the CAT properties are to be sold on the open market, there should be a clear policy on how the Council intends to assess which properties will be sold and why the property should be sold rather than using the property for some other purpose.
- 8.4 The Local Government Act 1972 imposes a statutory duty on the local authority to dispose of properties or lease for a term in excess of 7 years for the best consideration reasonably obtainable.

## 9 Equality implications

- 9.1 There are no equality implications arising from the discontinuation of the CAT policy. TSOs will continue to be able to bid for marketed council assets in the usual way. The application process includes a detailed equalities assessment based on full business plans.

### Contact officers

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Director of Performance, Policy & Partnerships

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## Brent properties let at peppercorn rent

OccupancyUsage	Property Reference	PROPERTY	ADDRESS	TENURE	INCOME	MAPPING GOOGLE
Community Buildings	380500001000001	Abbey Estate Commu	QUEENSBURY ROAD,	Freehold	£0	<a href="#">Google</a>
Community Buildings		BUS DRIVERS WELFA	STATION TERRACE, K	Freehold	£0	<a href="#">Google</a>
Community Buildings		SCOUT HUT STEMBEI	LEIGHTON GARDENS,	Freehold	£0	<a href="#">Google</a>
Community Buildings		WELFORD CENTRE	UNIT 3, CHALKHILL R	Leasehold	£0	<a href="#">Google</a>
Community Buildings	76800043000001	LEARIE CONSTANTIN	0043-47 DUDDEN HII	Freehold	£0	<a href="#">Google</a>
Community Buildings		BRENT ASIAN WOMEN	108 CRAVEN PARK, L	Freehold	£1	<a href="#">Google</a>
Community Buildings		KILN THEATRE	269 KILBURN HIGH R	Freehold	£1	<a href="#">Google</a>
Community Buildings	300500075000001	VESTRY HALL	NEASDEN LANE, NEA	Freehold	£1	<a href="#">Google</a>
Community Buildings		PAKISTAN COMMUN	MARLEY WALK, LONI	Freehold	£1	<a href="#">Google</a>
Community Buildings		DUDDEN HILL Y + C	19 DUDDEN HILL LAN	Freehold	1	<a href="#">Google</a>
Community Buildings	452500089000001	TOKYNGTON YOUTH	ST MICHAELS AVENU	Freehold	£1	<a href="#">Google</a>
Community Buildings		THE GRANGE MUSEL	NEASDEN LANE, NEA	Freehold	£1	<a href="#">Google</a>
Community Buildings		HAPPY CHILD DAY NI	2 VICTORIA ROAD, KI	Freehold	£100	<a href="#">Google</a>
Community Buildings		THE HOPE CENTRE (F	228 WALM LANE, CR	Freehold	£100	<a href="#">Google</a>
Community Buildings		CHRISTIAN HOLT HOI	45 DENMARK ROAD,	Freehold	£175	<a href="#">Google</a>
Community Buildings		WEST KILBURN BAPT	CARLTON VALE, KILB	Freehold	£250	<a href="#">Google</a>
Community Buildings		AGE UK	0028A FORTUNEGAT	Freehold		<a href="#">Google</a>
Community Buildings	42500160000001	PRESTON COMMUNI	160 CARLTON AVENU	Freehold		<a href="#">Google</a>
Community Buildings		SANDY LANE SOCIAL	SANDY LANE, KENTO	Freehold		<a href="#">Google</a>
Community Buildings		MEETING ROOM + PF	117 MARLEY WALK, (	Freehold		<a href="#">Google</a>
Community Buildings		COMMUNITY HALL	1 LAMBERT WALK, W	Freehold		<a href="#">Google</a>
Community Buildings		COMMUNITY HALL	COMBER CLOSE, CRIC	Freehold		<a href="#">Google</a>

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	<b>Resources and Public Realm Scrutiny Committee</b> 29 January 2020
	<b>Report from the Director of Finance</b>
<b>BRENT PENSION FUND POLICY ON RESPONSIBLE INVESTMENT</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Non-Key
<b>Open or Part/Fully Exempt:</b>	Open
<b>No. of Appendices:</b>	None
<b>Background Papers:</b>	None
<b>Contact Officer(s):</b>	Rav Jassar - Head of Finance <a href="mailto:Ravinder.Jassar@brent.gov.uk">Ravinder.Jassar@brent.gov.uk</a> 020 8937 1487

## 1.0 Purpose of the Report

- 1.1 The purpose of this report is to provide an overview of the Brent Council pensions policy for review.

## 2.0 Recommendation(s)

- 2.1 That the committee note the report.

## 3.0 Introduction

- 3.1. The Local Government Pension Scheme (LGPS) is a defined benefit, funded occupational pension scheme, set up under Regulations set by Parliament. The LGPS provides pension benefits for those working in the local authority sector and is open to employees of local government as well as a range of other public service employers e.g. Charities.
- 3.2. The LGPS is a nationwide scheme that is administered locally by 88 regional funds in England and Wales. This includes the Brent Pension Fund which is administered by the London Borough of Brent.
- 3.3. Key Facts about the Brent Pension Fund for 2018/19:
- The value of the Fund's investments increased from £831.1m to £856.4m, despite a backdrop of continued uncertainty in the global economy.
  - Total contributions received from employers and employees totalled £52.1m for the year.

- Total benefits paid to scheme beneficiaries, in the form of pensions or other benefits, totalled £45.9m.

3.4. At present, there are 21,354 members in the scheme, broken down as follows:

Active members	6,756
Deferred members	7,868
Pensioner members	6,730
<b>Total members</b>	<b>21,354</b>

3.5. There are currently no councillors in the LGPS.

### Responsible Investment

3.6. The link below directs you to the Pension Fund Sub-Committee report of 02 October 2019, which outlines the pension fund's approach to Responsible Investment and Environmental, Social and Governance issues.

<http://democracy.brent.gov.uk/documents/s89412/Responsible%20Investment.pdf>

3.7. *In summary:*

The Brent Pension Fund has the following funding principles:

- Ensure that sufficient resources are available to meet all benefit as they fall due for payment;
- Recover any shortfall in assets, relative to the value of accrued liabilities, over broadly the future working lifetime of current employees;
- Enable employer contributions to be kept as stable as possible and at reasonable cost; and
- Maximise the returns from investments within reasonable risk parameters.

3.8. The Fund's Sub-Committee also takes Responsible Investment ("RI") seriously. The Committee recognise that Environmental, Social and Governance ("ESG") factors can influence the Fund's ability to achieve long-term sustainable returns. This is reflected Fund's Investment Strategy Statement, which includes the following stated beliefs:

- Environmental, social and corporate governance ('ESG') issues can have a material impact on the long term performance of its investments;
- Climate change and the expected transition to a low carbon economy is a long-term financial risk to Fund outcomes.

3.9. The ESG criteria of its existing investments are assessed on an ongoing basis, including regular interaction and challenge of the Fund's investment managers (including the Fund's asset pool London CIV). The fund had continued to make strong representations to the London CIV on ESG issues and to have a senior lead on responsible investment.

3.10. Despite a clear commitment to responsible investment, the Fund is regularly challenged about its approach to responsible investment: objections are often on ethical grounds, to the Fund owning shares in companies operating in certain industries or in certain geographies on the basis that they are too risky to own. Whilst the Fund is sympathetic to some of the issues raised, its



paramount consideration is its own social obligations, which is to pay promised benefits to pensioners.

- 3.11. Climate change has the potential to impact all asset classes over the Fund's lifetime and the Fund, with its actuary and investment advisors, is modelling various scenarios to understand possible outcomes from different climate related scenarios.
- 3.12. The fund is also considering undertaking a carbon footprint exercise for the Fund in order to improve its understanding of the Fund's holdings.
- 3.13. Additionally, the Fund committed to invest £50m in the London CIV Infrastructure fund in October 2019. The design of this fund ensures that at least 25% of the fund will be invested in renewable projects.

#### **4.0 Financial Implications**

- 4.1 None for the purposes of this report.

#### **5.0 Legal Implications**

- 5.1 None for the purposes of this report.

#### **6.0 Equality Implications**

- 6.1 None for the purposes of this report.


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

- 7.1 None for the purposes of this report.

**Report sign off**

**THE DIRECTOR OF FINANCE**

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 <b>Brent</b>	<b>Resources and Public Realm Scrutiny Committee</b> 29 January 2020
	<b>Report from the Assistant Chief Executive</b>
<b>SCRUTINY RECOMMENDATION TRACKER</b>	

<b>Wards Affected:</b>	All
<b>Key or Non-Key Decision:</b>	Non Key Decision
<b>Open or Part/Fully Exempt:</b>	Open
<b>No. of Appendices:</b>	Appendix 1 - Scrutiny Recommendation Tracker 2019-2020
<b>Background Papers:</b>	None
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## 1.0 Purpose of the Report

- 1.1 The purpose of this report is to present the Scrutiny Recommendation Tracker table, which tracks the progress of recommendations made by the committee.

## 2.0 Recommendation(s)

- 2.1 That the progress of the previous recommendations of the committee be noted.

## 3.0 Detail

- 3.1 In accordance with Part 4 of the Brent Council Constitution (Standing Orders of Committees) Brent Council scrutiny committees may make recommendations to the Full Council or the Cabinet with respect to any functions which are the responsibility of the executive or of any functions which are not the responsibility of the executive, or on matters which affect the borough or its inhabitants. The Community and Wellbeing Scrutiny Committee may also make recommendations to the relevant NHS bodies or relevant health service providers or Full Council.
- 3.2 Scrutiny committees may not make executive decisions and scrutiny recommendations therefore require consideration and decision by the

appropriate decision maker; usually the Cabinet, but also to full Council for policy and budgetary decisions and the NHS where it is the decision maker.

- 3.3 The Scrutiny Recommendation Tracker table attached at Appendix 1 provides a summary of scrutiny recommendations made during the municipal year, so that the scrutiny committee can track the progress of the recommendations made.
- 3.4 Scrutiny recommendations include through Task and Finish Groups and scrutiny reports agreed by the committee, as well as other scrutiny recommendations agreed in committee.
- 3.5 The Scrutiny Recommendation Tracker table includes the Scrutiny Recommendation made and the date it was made, which will be what is recorded in the committee minutes, identification of the Decision Maker (eg Cabinet), the actual Cabinet Decision, which may be different from the scrutiny recommendation and will be minuted in the Cabinet minutes, the date the Cabinet decision was made and identification of whether or not the Cabinet decision has been implemented (Yes/No).
- 3.6 The Scrutiny Recommendation Tracker enables the scrutiny committee to track whether their recommendations have been agreed, what actually was agreed (if different) and ask about any outcomes arising from the scrutiny recommendations, for example, service improvements, value for money savings and outcomes for residents.
- 3.7 In consideration of this, it is anticipated the committee will come to determination of if and when each recommendation/decision has been made. It is anticipated that when recommendations/decisions have been implemented, they will not be referred over to the Scrutiny Recommendation for the next municipal year, but that recommendations/decisions that have not been implemented will be referred to the Scrutiny Recommendation Tracker for the next committee cycle.

#### **4.0 Financial Implications**

- 4.1 There are no financial implications for the purposes of this report.

#### **5.0 Legal Implications**

- 5.1 There are no legal implications for the purposes of this report.

#### **6.0 Equality Implications**

- 6.1 There are no equality implications for the purposes of this report.

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

- 7.1 None for the purposes of this report.

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

8.1 There are no Human Resources/property implications for the purposes of this report.

**Report sign off**

***Shazia Hussain***  
***Assistant Chief Executive***

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**Resources and Public Realm Scrutiny Committee  
Scrutiny Recommendation Tracker 2019-2020**

Ref*	Scrutiny Recommendation (and date)	Decision Maker	Executive Response	Cabinet Response date	Implemented? Yes/No
03072019 /06/i	<p><b>That data on: police performance; public satisfaction in policing; and confidence in partnerships be included in the next SBP Annual report</b></p> <p>(recommended on 3<sup>rd</sup> July 2019, The Safer Brent Partnership and Annual Report)</p>	Cabinet	{e.g. date of Cabinet meeting that considered the scrutiny recommendation and response}.	{date when the decision is made}	{YES or NO}
03072019 /06/ii	<p><b>That the Council participate fully in the national debate and supports a Nordic legislative model for the sex industry to criminalise purchasers and protect workers by responding to Home Office consultations where possible.</b></p> <p>(recommended on 3<sup>rd</sup> July 2019, The Safer Brent Partnership and Annual Report)</p>	Cabinet			
03072019 /06/iii	<p><b>That the Council undertake a borough-wide review of street furniture and makes every effort to “design out” parts of the street furniture that allows sex work to happen, for example by removing public phone boxes.</b></p>	Cabinet			

	(recommended on 3 <sup>rd</sup> July 2019, The Safer Brent Partnership and Annual Report)				
03072019 /07/i	<p><b>That the Lead Member for Community Safety and Engagement request the Police to review the existing communication arrangements between the Police and elected representatives in order to ensure more effective liaison and sharing of information. That the result of this meeting is fed back to the committee in writing.</b></p> <p>(recommended on 3<sup>rd</sup> July 2019, Police Tri-borough BCU Reconfiguration)</p>	Cabinet			
03072019 /07/ii	<p><b>That the Lead Member for Community Safety and Engagement reviews and shortlists appropriate ward panel models in Brent and sets up a meeting to discuss best model to replicate.</b></p> <p>(recommended on 3<sup>rd</sup> July 2019, Police Tri-borough BCU Reconfiguration)</p>	Cabinet			
12092019 /07/i	<p><b>That the council takes action to encourage key night time economy locations (primarily Wembley and Kilburn) to attain the appropriate status reflecting the best practice, for example, the Home Office's Purple Flag Standard.</b></p> <p>(recommended on 12<sup>th</sup> September 2019, Brent Statement of Licensing Policy)</p>	Cabinet			



12092019 /08/i	<p><b>That the Council to vigorously promote the fact that the units at Granville will be 'council' housing to better inform the public who have concerns about the provision of affordable housing at the site.</b></p> <p>(recommended on 12<sup>th</sup> September 2019, Carlton and Granville Centre Site)</p>	Cabinet			
12092019 /08/ii	<p><b>That the Cabinet ensure that social enterprise spaces offer business space to those groups in the area who find it hard to reach work (e.g. elderly etc.) and bring forward an action plan to achieve this objective.</b></p> <p>(recommended on 12<sup>th</sup> September 2019, Carlton and Granville Centre Site)</p>	Cabinet			
12092019 /09/ii	<p><b>That the Cabinet look into the gross/net disparity based on legacy about income thresholds and report back on the resolution</b></p> <p>(recommended on 12<sup>th</sup> September 2019, Council Tax Support and Local Welfare Assistance )</p>	Cabinet			
04122019 /09/i	<p><b>That the Council produce and promote a Tourism Strategy for Brent to articulate a clear vision for tourism in Brent and which builds on the borough's unique local brands and aims to increase tourism, maximise the</b></p>	Cabinet			

	<b>benefits of tourism and mitigate against the negative externalities.</b>  (recommended on 4th December 2019, Tourism in Brent)				
04122019/09/ii	<b>That the Council utilise the London Borough of Culture 2020 brand and publicity as a launch pad to create and advertise a comprehensive tourism offer, identifying and promoting the particular potential tourist attractions in neighbourhoods around the borough, including, food and dining experiences, festivals and street art.</b>  (recommended on 4th December 2019, Tourism in Brent)	Cabinet			
04122019/09/iii	<b>That the Council undertake a local survey to collect up to date information on tourism patterns to inform the tourism strategy.</b>  (recommended on 4th December 2019, Tourism in Brent)	Cabinet			
04122019/09/iv	<b>That the Council identify unique aspects of local areas to inform the tourism strategy, marketing them through wider place-promotion.</b>  (recommended on 4th December 2019, Tourism in Brent)	Cabinet			

04122019 /09/v	<p><b>That the Council improve the public realm space around key tourist attractions and gateway locations, including a review of the transport nodes, upgrading physical infrastructure and leisure facilities for tourists, signposting to provide clear directions and accessible information about attractions and places of interest.</b></p> <p>(recommended on 4th December 2019, Tourism in Brent)</p>	Cabinet			
04122019 /09/vi	<p><b>That the Council's tourism strategy include strategies to capture and retain Wembley event footfall and spend in the borough.</b></p> <p>(recommended on 4th December 2019, Tourism in Brent)</p>	Cabinet			
04122019 /09/vii	<p><b>That the Council work with regulatory and enforcement partners (police, highways and licensing) to adopt a fresh approach to pre and post-event activity, to maximise the economic and social benefits of footfall in the area by allowing people to spend time using the food, drink, leisure and shopping facilities surrounding the Stadium and Arena and to mitigate against and manage any negative externalities such as environmental impact, crowd control, crime and anti-social</b></p>	Cabinet			

	<b>behaviour.</b>  (recommended on 4th December 2019, Tourism in Brent)				
<b>04122019 /09/viii</b>	<b>The Council should develop an accessible toilet strategy.</b>  (recommended on 4th December 2019, Tourism in Brent)	Cabinet			
<b>04122019 /10/i</b>	<ol style="list-style-type: none"> <li>1. That the Air Quality Scrutiny Report and recommendations be adopted and referred to the Cabinet for consideration.</li> <li>2. That the implementation of the report's recommendations agreed by the Cabinet be brought back to the Committee for review in 2020-2021.</li> </ol> (resolved on 4th December 2019, Air Quality in Brent)		Cabinet resolved that the Air Quality Scrutiny Report and recommendations be noted.	Cabinet 14 January 2020	

### Notes

This is a table to track the progress of scrutiny recommendation made by one of the formal scrutiny committees at Brent Council. It is intended to form part of a standing item on the Committee's agendas so that the Committee can keep track of the recommendations it has made, the decisions made, implementation and provoke consideration of outcomes that have for residents, the Council and its statutory partners.

The tracker lists the recommendations made by the committee throughout a municipal year and any recommendations still not fully implemented from previous years, in reverse chronological order (the most recent recommendations first).

The tracker documents the scrutiny recommendations made, the dates when they were made, the decision maker who can make each decision in respect of the recommendations, the date the decision was made and the actual decision taken. The executive decision taken may be the same as the scrutiny recommendation (e.g. the recommendation was “agreed”) or it may be a different decision, which should be clarified here. The tracker also asks if the respective executive decisions have been implemented and this should be updated accordingly throughout the year.

Scrutiny Task Group report recommendations should be included here but referenced collectively (e.g. the name of the scrutiny inquiry and date of the agreement of the scrutiny report and recommendations by the scrutiny committee, along with the respective dates when the decision maker(s) considered and responded to the report and recommendations. The Committee should generally review the implementation of scrutiny task group report recommendations separately with stand-alone agenda items at relevant junctures – e.g. the Executive Response to a scrutiny report and after six months or a year, or upon expected implementation of the agreed recommendation of report. The “Expected Implementation Date” should provide an indication of a suitable time for review.

*\*The Ref. column references the date of the scrutiny committee meeting when the matter was considered, the minutes item number and the number reference of the resolution of the committee in the minutes.*

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