



Brent

Cabinet

Monday 19 June 2023 at 10.00 am

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

Please note this will be held as a physical meeting which all Cabinet members will be required to attend in person.

The meeting will be open for the press and public to attend or alternatively can be followed via the live webcast. The link to follow proceedings via the live webcast is available [HERE](#)

Membership:

Lead Member Councillors:

Portfolio

M Butt (Chair)	Leader of the Council
M Patel (Vice-Chair)	Deputy Leader and Cabinet Member for Finance, Resources & Reform
Donnelly-Jackson	Cabinet Member for Customers, Communities & Culture
Farah	Cabinet Member for Safer Communities & Public Protection
Grahl	Cabinet Member for Children, Young People & Schools
Knight	Cabinet Member for Housing, Homelessness & Renters Security
Nerva	Cabinet Member for Public Health & Adult Social Care
Krupa Sheth	Cabinet Member for Environment, Infrastructure and Climate Action
Tatler	Cabinet Member for Regeneration, Planning & Growth

For further information contact: James Kinsella, Governance Manager, Tel: 020 8937 2063; Email: james.kinsella@brent.gov.uk

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Notes for Members - Declarations of Interest:

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

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

If the Personal Interest is also significant enough to affect your judgement of a public interest and either it affects a financial position or relates to a regulatory matter then after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

***Disclosable Pecuniary Interests:**

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

****Personal Interests:**

The business relates to or affects:

(a) Anybody of which you are a member or in a position of general control or management, and:

- To which you are appointed by the council;
- which exercises functions of a public nature;
- which is directed is to charitable purposes;
- whose principal purposes include the influence of public opinion or policy (including a political party of trade union).

(b) The interests of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

A decision in relation to that business might reasonably be regarded as affecting the well-being or financial position of:

- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who is the subject of a registrable personal interest.

Agenda

Introductions, if appropriate.

Item **Page**

1 Apologies for Absence

2 Declarations of Interest

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

3 Minutes of the Previous Meeting 1 - 8

To approve the minutes of the previous meeting held on Monday 22 May 2023 as a correct record.

4 Matters Arising (if any)

To consider any matters arising from the minutes of the previous meeting.

5 Petitions (if any)

To discuss any petitions from members of the public for which notice has been received, in accordance with Standing Order 66.

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

To consider any reports referred by the Community and Wellbeing or Resources and Public Realm Scrutiny Committees.

Adult Social Care and Health

7 Authority to Award Contract for Integrated Community Equipment Services 9 - 24

This report concerns the procurement of Integrated Community Equipment Services and seeks authority to award the relevant contracts.

Ward Affected:
All Wards

Lead Member: Cabinet Member for Public Health & Adult Social Care (Councillor Neil Nerva)

Contact Officer: Andrew Davies, Head of Commissioning, Contract and Market Management

Communities & Regeneration

8 Corporate Performance - Q4 2022/23 Performance Report

25 - 46

This report and the performance scorecard set out the position on the Council's performance in the fourth quarter of 2022/23. The content and format of the report and scorecard have been constructed to focus primarily on the Council's Borough Plan: Building a Better Brent, and its priorities.

Ward Affected:
All Wards

Lead Member: Deputy Leader and Cabinet Member for Finance, Resources and Reform (Councillor Mili Patel)

Contact Officer: Janet Latinwo, Head of Strategy and Partnerships

Tel: 020 8937 4104

Email: janet.latinwo@brent.gov.uk

9 Exclusion of Press and Public

No items have been identified in advance of the meeting that will require the exclusion of the press or public.

10 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 her representative before the meeting in accordance with Standing Order 60.

Date of the next meeting: Monday 17 July 2023



- 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. Alternatively, it will be possible to follow proceedings via the live webcast [HERE](#)



LONDON BOROUGH OF BRENT

MINUTES OF THE CABINET

Held in the Conference Hall, Brent Civic Centre on Monday 22 May 2023 at 10.00 am

PRESENT: Councillor M. Butt (Chair), Councillor Mili Patel (Vice-Chair) and Councillors Donnelly-Jackson, Farah, Grahl, Knight, Nerva, Krupa Sheth and Tatler.

Also present: Councillor Ketan Sheth (as Chair of the Community & Wellbeing Scrutiny Committee – for Agenda Item 6) and Councillors Chohan and Georgiou.

1. **Apologies for Absence**

An apology for absence was received from Minesh Patel (Corporate Director, Finance & Resources) with Ravinder Jassar (Deputy Director, Finance) attending as his representative.

2. **Declarations of Interest**

No declarations of interest were made at the meeting.

3. **Minutes of the Previous Meeting**

RESOLVED that the minutes of the previous meeting held on Monday 17 April 2023 be approved as an accurate record of the meeting.

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

None.

5. **Petitions (if any)**

There were no petitions submitted for consideration at the meeting.

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

6.1 **Social Prescribing in Brent**

Prior to consideration of the main report, Councillor Muhammed Butt (Leader of the Council) welcomed Councillor Ketan Sheth (as Chair of the Community & Wellbeing Scrutiny Committee and Social Prescribing Scrutiny Task Group) and invited him to introduce the report and recommendations made by the Task Group which had been established to review social prescribing provision in Brent and explore how the offer in the borough could be improved.

In outlining the background to social prescribing, Councillor Ketan Sheth began his introduction by reminding members that the 2019 NHS long-term plan had

incorporated social prescribing into its comprehensive model of personalised care. Cabinet was informed that social prescribing aimed to tackle health inequalities, which had recently been exacerbated by the cost-of-living crisis, through the referral of patients to a range of local, non-medical services in the community. These non-medical services sought to address wider issues often identified as contributing towards poor overall health, such as welfare issues or poor-quality housing.

In outlining the comprehensive nature of the review process, Councillor Ketan Sheth advised that the Task Group's work had commenced in September 2022 and included evidence gathered from a range of key partners. As a result of the evidence gathered the Task Group had been able to identify a range of opportunities to widen the scope of social prescribing from NHS primary care settings, culminating in the Task Group producing five recommendations. The Task Group's recommendations had been set out in section 3.3 of their report and it was highlighted, were supported by Sir Michael Marmot, Professor at University College London and James Sanderson, the National Clinical Director for Social Prescribing at NHS England.

In commending the Task Group report and recommendations to Cabinet, Councillor Ketan Sheth advised that he had been encouraged by the Executive response provided by the Brent Integrated Care Partnership (ICP), which he was confident reflected how the Task Group and Council's ambitions were shared across Brent's healthcare landscape.

Having noted the introductory comments from Councillor Ketan Sheth, Councillor Nerva (Cabinet Member for Public Health & Adult Social Care) then introduced the report presenting the Executive Response to the report and recommendations from the Social Prescribing Task Group. In welcoming the work undertaken by the Task Group, Councillor Nerva thanked Councillor Ketan Sheth (as Chair) and the Task Group for their work on the review. Commenting on the Executive response provided by the ICP, Councillor Nerva felt that this served to highlight not only the opportunities for the Council to improve the scope for the development and delivery of social prescribing arrangements across the borough, working in partnership with the ICP and key health providers, but also the challenges particularly in relation to the transparency and equity of funding available through Primary Care Networks. As part of the process in taking forward the recommendations, members welcomed the specific establishment of a Social Prescribing Working Group as a means of co-ordinating work across partners and seeking to share best practice, with the benefits of a joined-up approach between public health and culture also highlighted.

Having welcomed the report and Executive response provided, and in thanking all members, officers, and stakeholders who had contributed to the scrutiny review, Cabinet **RESOLVED** to endorse the Task Group's recommendations, as set out in paragraph 3.3 of their report, and the Executive response provided in relation to each recommendation by the Brent Integrated Care Partnership, as set out in Appendix 2 of the report.

7. Church End Growth Area Masterplan Supplementary Planning Document

Councillor Tatler (Cabinet Member for Regeneration, Planning & Growth) introduced the report, which set out the consultation feedback and recommended

changes to the Church End Growth Area Masterplan Supplementary Planning Document (CEGA Masterplan SPD).

In introducing the report, Cabinet was reminded of the context within which the CEGA Masterplan SPD had been developed following the adoption of Brent's Local Plan (2019-2041) in February 2022. In setting out the vision and policies for development in the borough, the Plan had included the establishment of eight growth areas, including Church End, with the Masterplan SPD designed to set out the vision and objectives to promote mixed use regeneration of the growth areas alongside an urban design framework and planning policy framework.

Cabinet noted that the CEGA Masterplan SPD had therefore been developed to provide a long term, ambitious and comprehensive plan to secure new housing and infrastructure along with economic revitalisation of the local centre as well as active travel, environmental and public realm improvements. These had been designed to maximise opportunities and wellbeing for local residents, businesses and communities including the provision of education, health, cultural, community, open space and play facilities.

In considering the report, members commended the extensive nature of the community engagement process undertaken to inform development of the Masterplan SPD which it was noted had involved a wide range of partners and stakeholders. In noting the positive outcome of the consultation and engagement process members were advised of the significant level of challenge also provided, with the process seen as a blueprint for future engagement on the development of other growth areas and key in terms of ensuring the delivery of positive outcomes based on views expressed locally. Members were pleased to note the positive response provided around the need to improve the supply of affordable housing and youth provision, with Cabinet also keen to highlight the benefits which it was felt the West London Orbital rail scheme would have as part of the approach with regard to improving connectivity and encouraging wider economic regeneration and prosperity across the area.

Having thanked those members, officers and stakeholders involved in development of the CEGA Masterplan SPD Cabinet **RESOLVED**, having considered the consultation feedback, officer considerations and recommended changes to the Masterplan SPD to approve the Church End Growth Area Masterplan Supplementary Planning Document for adoption.

8. **Community Led Housing in Brent**

Councillor Knight (Cabinet Member for Housing, Homelessness & Renters Security) presented a report that updated Cabinet on progress achieved following a recommendation made as part of a 2018 scrutiny review on Affordable Housing for the Council to explore Community Led Housing (CLH) as an avenue of affordable housing delivery, specifically centred around resident co-production.

In considering the report, members were advised that in seeking to explore the use of CLH the Council had identified a potential option to work with an established group Brent Community Land Trust (BCLT) who had already formed and expressed a commitment to deliver this type of housing scheme. This had subsequently led to

the identification of a potential site on Brentfield Road to take forward for the purpose of delivering the first CLH scheme in Brent through BCLT.

Recognising the need to consider all available options for the delivery of affordable housing across the borough, given the increasing demand for housing and ongoing impact of the cost-of-living crisis, Cabinet welcomed the approach outlined which it was felt also demonstrated the Council's ambition to enhance community involvement in addressing the housing crisis. As an initial pilot members advised they were keen to learn and develop best practice given the different routes into CLH. Cabinet was assured that whilst BCLT were currently the only group who had approached the Council in support of this ambition, that would not preclude encouragement or support being provided for other community groups looking for similar opportunities to lead on future schemes, should they come forward.

In concluding, members also took the opportunity to thank Crisis, who it was recognised had been integral in supporting BCLT throughout the CLH process. Having considered the report, Cabinet **RESOLVED**:

- (1) To agree to ring-fence the Brentfield Road site, set out in Appendix 1 of the report, for Brent Community Land Trust for the purpose of Community Led Housing and commit to issuing a letter of intent confirming this arrangement.
- (2) To agree to the principal of the Council entering into a lease agreement for nil value for the land at the Brentfield Road Site, outlined in Appendix 1 of the report, subject to the following criteria being met;
 - (a) That Brent Community Land Trust had been granted planning permission for the proposed development on the site.
 - (b) That Brent Community Land Trust had secured funding for the proposed development.
 - (c) That Brent Community Land Trust could evidence the scheme's financial viability.
 - (d) That Brent Community Land Trust produced and delivered a plan for co-production with residents living on the existing estate and ensured residents were represented throughout their decision making process, including presence on their Board.

It was noted that Cabinet approval would be sought ahead of the lease being entered into.

- (3) To agree the Brentfield Road Site will be ring-fenced for 12-months only from the date of the letter of intent being issued to allow the Brent Community Land Trust to seek planning and carry out a viability assessment, and if the criteria in (2) above have not been achieved, a follow up report will be bought to Cabinet to determine whether the site will continue to be ringfenced for CLH with Brent Community Land Trust.

9. **Award of Contracts for Enforcement and Collection Agent Services**

Councillor Donnelly-Jackson (Cabinet Member for Customers, Communities & Culture) introduced a report seeking approval to the award contracts for the provision of Debt Resolution and Collection services.

In considering the report Cabinet noted the outline of the procurement approach adopted in relation to each separate contract, which it was confirmed had included assessment against a range of additional social value considerations as well as an ongoing commitment from the recommended enforcement agents to work in accordance with the Council's Ethical Debt Recovery Policy.

In supporting the approach identified within each contract in relation to the continued support being provided for residents struggling with debt, Cabinet **RESOLVED** having noted the exempt information contained in Appendix 2 of the report:

- (1) To approve the award of the concession contracts for the provision of the Debt Resolution Services to the following three Enforcement Agent companies for a period of four (4) years:
 - (i) Newlyn PLC
 - (ii) Marston (Holdings) Ltd
 - (iii) CDER Group Ltd
- (2) To approve an exemption pursuant to Contract Standing Order 84(a) of the requirement to tender a contract for Debt Resolution Services with Newham LBC's oneSource service for the reasons set out in paragraphs 3.10 - 3.12 of the report.
- (3) To approve the award of a concession contract for the provision of Debt Resolution Services with Newham LBC's oneSource service for a period of four (4) years.

10. **Authority to tender contract to design, build, operate and maintain the South Kilburn District Heat Network**

Councillor Mili Patel (Deputy Leader & Cabinet Member for Finance, Resources & Reform) presented a report seeking approval to invite tenders in respect of a contract to design, build, operate and maintain a District Heat Network in South Kilburn.

In highlighting the benefits of the proposal, Cabinet was advised that the heat network aimed to initially provide low carbon heat but ultimately aimed to provide zero carbon heat to developments in South Kilburn which formed part of the South Kilburn Regeneration Programme. Members noted that use of a District Heat Network was in line with GLA policy and Brent's Local Plan and designed to provide local residents with access to affordable low carbon heat managed through the Council. This would include the Council maintaining control in terms of setting the heat tariff for the network, procurement of fuel through a favourably priced public sector buying process and also in terms of billing, with users also maintaining full control over their individual systems in terms of time and temperature control.

In noting the estimated value of the capital expenditure in relation to the initial planned lifespan of the network, as detailed in section 5 of the report, members were advised this would be supported through a programme of s106 contributions and prudential borrowing alongside grant funding of £4.7m secured through the Green Heat Network Fund designed to support construction costs for the network as well as an additional £0.45m to support procurement costs.

In welcoming the progress made, Cabinet was keen to recognise the efforts of all those involved and commitment (working collectively with the GLA in terms of delivery) which it was felt the project represented in meeting the Council's aspiration to achieve net zero by 2030 as well as in addressing the climate emergency and securing the long-term sustainability of the South Kilburn regeneration programme.

Having thanked all those involved, Cabinet **RESOLVED**:

- (1) To approve inviting tenders to design, build, operate and maintain the South Kilburn Heat Network on the basis of the pre-tender considerations set out in paragraph 3.11 of the report.
- (2) To approve officers evaluating the tenders referred to in (1) above on the basis of the evaluation criteria set out in paragraph 3.11 of the report.
- (3) To note the award of a grant of £4.7m from the Green Heat Network Fund was to be applied towards the costs of constructing the district heat network and £0.45m towards the council's costs to procure the network.
- (4) To note that the project utilised s106 funds specifically allocated as set out in paragraph 5.4 of the report.
- (5) To approve the allocation of an estimated £5.3m from prudential borrowing to fund the remainder of the scheme.

11. **Brent Residential Children's Care Home Outline Project Business Case**

Councillor Grahl (Cabinet Member for Children, Young People & Schools) introduced a report detailing the outline project business case for provision of a residential children's care home in Brent, following the successful application for capital funding from the Department for Education (DfE) Children's Home Capital Programme.

In considering the report, members noted the extent of the current cost and social care pressures and challenges being experienced by local authorities in securing local residential placements for children and young people in support of the business case identified. The proposal identified had therefore been designed to deliver a four-bed residential step-down home within Brent for Looked After adolescents with social, emotional and behavioural needs and alongside the social care benefits identified would also be expected to deliver significant annual cost avoidance savings against the children's placement budget.

In welcoming the basis of the proposal. Members were keen to recognise not only the financial impact and efficiencies identified in terms of placement costs but also

the wider social benefits and improved outcomes that local care home provision would deliver for young people in terms of access to local services, networks and support in helping their transition towards more independent living.

In recognising and supporting the benefits identified alongside the successful application for matched capital funding awarded through the Department of Education (DfE) Children's Home Capital Programme Cabinet **RESOLVED:**

- (1) To approve the Brent Residential Children's Care Home outline project business case.
- (2) To approve the delegation of authority to approve the final capital project budget, project objectives and proposed savings and the operation of the care home to the Corporate Director, Children and Young People in consultation with the Corporate Director, Finance and Resources and the Cabinet Member for Children, Young People and Schools.

12. **Post-16 Skills Resource Centre**

Councillor Grahl (Cabinet Member for Children, Young People & Schools) introduced the report detailing a proposal for the development of a Post-16 Skills Resource Centre for young people and young adults with special educational needs.

In introducing the report, members were advised that the Resource Centre had been outlined in the School Place Planning Strategy 2019-23 refresh, approved by Cabinet in November 2021 and also included within the local partnership SEND Strategy 2021-25. The intended approach was for the Resource Centre to operate from two sites one located in Welsh Harp Centre, which it was intended to develop to provide a horticultural facility with work experience and volunteering opportunities and the second based in the new facilities to be provided on the Airco Close site in Kingsbury offering a creative and cultural skills and independent living centre alongside an expansion of the special school provision.

In highlighting their support for the proposals, Cabinet recognised the way in which they had been designed to address the increasing need for in-borough provision for young people with SEND and complex learning difficulties aligned with local priorities in the 2023-27 Borough Plan, Brent SEND Strategy, Youth Strategy and Health & Wellbeing Strategy. Cabinet also commended the way the proposals had been co-produced working with young people, parents and carers and developed in consultation with the local community and with the support of ward councillors. Having noted the benefits of the access which the Centre would provide to a range of support services and skills, as detailed in section 3.7 and 3.8 of the report, particularly in relation to enterprise, employment, education and training opportunities, Cabinet were keen to recognise the positive impacts these would have in addressing levels of need identified and also in improving outcomes for older children and young people in terms of being able to successfully transition from adolescence to adulthood and in being able to work and live independently as active members of the community.

As a result, Cabinet **RESOLVED:**

- (1) To approve the development of the Welsh Harp Centre for a Post-16 Skills Centre as detailed in this report, on the basis of the funding model to meet the Welsh Harp Centre revenue costs as detailed in Section 4 of the report, recognising the invest to save benefits of the proposal.
- (2) To agree that the £3m capital cost for the Welsh Harp project was funded from the High Needs Capital Grant.
- (3) To agree to delegate authority to the Corporate Director, Children and Young People, in consultation with the Cabinet Member for Children, Young People and Schools to approve the Capital Project Business Case.
- (4) To agree in principle to the proposal to develop the Airco Close site for both special school provision and the Post-16 Skills Resource Centre. This was subject to discussions with the Compass Learning Partnership and the London Regional Director for Education regarding satellite special school provision on the Airco Close site.
- (5) To note that officers would return to Cabinet with a detailed business case for the Airco Close development proposal based on the outcome of feasibility work for the Post-16 Skills Resource Centre and special school provision.

13. **Exclusion of Press and Public**


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

14. **Any other urgent business**

None.

The meeting ended at 10.30 am

COUNCILLOR MUHAMMED BUTT
Chair

	<p align="center">Cabinet 19 June 2023</p>
	<p align="center">Report from the Corporate Director, Adult Social Care and Health</p>
<p align="center">Authority to Award Contract for Integrated Community Equipment Services</p>	

Wards Affected:	All
Key or Non-Key Decision:	Key Decision
Open or Part/Fully Exempt: (If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)	Open
No. of Appendices:	None
Background Papers:	
Contact Officer(s): (Name, Title, Contact Details)	Andrew Davies Head of Commissioning, Contracting and Market Management 07867 189371 Andrew.davies@brent.gov.uk

1.0 Purpose of the Report

1.1 This report concerns the procurement of Integrated Community Equipment Services. This report requests authority to award contracts as required by Contract Standing Order 88. This report outlines the process undertaken to directly award a community equipment contract to Nottingham Rehab Limited (NRS Healthcare) from the London Community Equipment Consortium Framework (a single provider framework agreement).

2.0 Recommendation(s)

That Cabinet:

- 2.1 Approves the pre-tender considerations set out in paragraph 3.43.
- 2.2 Approves the council joining the London Consortium for Community Equipment.
- 2.3 Approves the appointment of Nottingham Rehab Services Limited (trading as NRS Healthcare) for the supply of community equipment services under a direct award from the single supplier Integrated Community Equipment Service framework for the term specified in 2.4 below.
- 2.4 Approves the contract term for the supply of community equipment services to be for an initial two years, up to 31st July 2025, with the option to extend for a further two years eight months, to 31st March 2028 and by a further two years to 31st March 2030, subject to the conclusion of an options appraisal on community equipment services.
- 2.5 Delegates the option to extend the contract for an additional 2 years eight months to 31st March 2028 and for a further 2 years to 31st March 2030 to the Corporate Director for Adult Social Care and Health.
- 2.6 Approves the Council entering into an agreement pursuant to s75 National Health Service Act 2006 with North West London Integrated Care Partnership to collaborate in the provision of the integrated community equipment services until 31st March 2030.

3.0 Detail

- 3.1 The council requires the provision of Community Equipment Services. Council Officers have determined that the most appropriate means of procuring a new provider is using the single supplier London Integrated Community Equipment Service Framework (the “Framework”). The single supplier appointed to the Framework following a tender process is Nottingham Rehab Limited (trading as NRS Healthcare) (“NRS”) and therefore Officers recommend award of a contract for Community Equipment Services (the “Contract”) to this contractor.

Background

- 3.2 Local authorities have a statutory duty under various legislation including the Care Act 2014, and the Children and Families Act 2014, to make arrangements for the provision of disability aids and “community equipment”, to meet the assessed eligible needs of individuals who are resident in their area.
- 3.3 The provision of community equipment supports residents to remain as independent as possible for as long as possible and is both a statutory requirement and important in delivering key strategic system priorities, for example hospital discharge and avoidance, a reduction in the use of residential care and a reduced reliance on homecare provision.

- 3.4 Brent Council and Brent Integrated Care Board (ICB) are currently members of the North London Community Equipment Consortium with the London Borough of Barnet. On behalf of the North London Community Equipment Consortium, Barnet Council has procured a framework agreement that Barnet, Brent and other local authorities and public bodies could call off Community Equipment Services from. It was agreed that this would be a single supplier framework, procured in accordance with the Public Contracts Regulations 2015 (PCR 2015). Following the establishment of the framework, Brent and Barnet would then be able to call off their own contracts for community equipment services.
- 3.5 On 6th April 2021, Cabinet approved a report confirming the appointment of Millbrook Healthcare Limited as Brent's Community Equipment provider, following a call off exercise from the North London Community Equipment Consortium framework. The contract with Millbrook was for a period of five years from the 1st July 2021 until 30th June 2026 with optional break clauses exercisable at the ends of years 3 and 4 of the contract.
- 3.6 Brent Council has commissioned community equipment services jointly with the North West London Integrated Care Partnership ("ICP") via a Section 75 Partnership Agreement, with the Council acting as lead commissioner. The section 75 is reviewed annually. The ICP currently funds 62% of the costs and the Council meets the remaining 38% and annual spend is £2.9m in total (based on 2022/23). The activity and cost confirming the funding split continues to be reviewed annually to ensure it reflects the balance of health and social care provision.
- 3.7 The Community Equipment Service comprises the following elements -
- Sourcing and supply of equipment
 - Storage facility
 - Cleaning
 - Delivery
 - Maintenance and repairs
 - Collection
 - Logistics for scheduling activities
- 3.8 There are over 600 active prescribing practitioners in Brent using the service on a regular basis across a range of professions, but primarily occupational therapists within the Hospital Trusts and the Council, and district nurses. The service operates as a spot purchase contract whereby equipment and associated services are purchased individually by prescribing practitioners for each person who is being supported following clinical assessment. Therefore, monthly demand and spending is variable.
- 3.9 There is currently an OT lead role hosted within the Council which oversees the prescriber engagement, provides guidance on equipment provision, undertakes

scrutiny of prescribing behaviour and carries out day to day liaison with the contractor.

- 3.10 The timely provision of equipment contributes significantly to the priorities of the council and the NHS. This includes –
- Aiding short term recovery e.g. a raised toilet seat following a hip replacement
 - Supporting long term conditions to be managed in the home e.g. ceiling track hoists and slings to enable care at home
 - Reducing risk of deterioration e.g. appropriate seating and postural support to enable independent eating
 - Facilitating hospital discharge e.g. pendant alarms and key safes
 - Reducing unscheduled hospital admissions and Accident & Emergency attendance.
 - Reducing the costs of long-term care by avoiding the need for paid carers, and/or by reducing the number of carers or frequency of care visits required
 - Promoting independence, safety, social inclusion, quality of life, improved end of life care.
 - Helping to give elderly and disabled people control over their own lives.
- 3.11 There have been issues with the performance of the Community Equipment contract since it went live in July 2021, and in recent months the provider, Millbrook, had indicated that they are unable to meet the performance terms within the contract or deliver equipment at the prices agreed when the contract went live. The backlog on delivery of equipment ordered is large, with the provider unable to deliver on all of the orders placed.
- 3.12 Despite negotiations involving Brent Council, Brent ICB, Barnet Council and Barnet ICB, a way forward with Millbrook has not been agreed. Consequently, Millbrook have confirmed to the council that they will be withdrawing from the contract by 31st July 2023. Given the issues with contract performance, the council has agreed to this accelerated exit date.
- 3.13 Steps are being taken to address the backlog with Millbrook to reduce it as much as possible before the services moves to a new provider. Officers are meeting with the company on a fortnightly basis to review the backlog and taking steps to mitigate the impact on people waiting for equipment. For example, where possible substitute items are being considered for service users where it will act as a direct replacement for the equipment ordered. Millbrook have obligations to meet before the contract comes to an end, and it is important that the new provider is able to start delivering the service from 1st August without the added pressure of a significant backlog of orders. Steps will also be taken to seek redress from Millbrook if the backlog on orders cannot be cleared by the time the contract with them ends. The new provider is fully sighted on the backlog issues and understands the work that is happening to clear it as much as possible ahead of handover.

- 3.14 As a result of the decision to end the service with Millbrook the council requires a new community equipment provider to be appointed and operational by the end of July 2023 so that there is no gap in service provision. Officers have been looking at various options for doing this in a timely way, but recognising the constraints in this limited market.
- 3.15 There are few providers in this market that have the experience and ability to scale up a complex service such as Community Equipment in a relatively short period of time. The operational preparation is considerable, particularly the requirement around the establishment and set up of a depot to use as a base for the collection, recycling, and storage of equipment in the locality. There is also a requirement to secure an alternative provider in a short timescale because of the current provider failure, which further complicates this matter and adds a degree of urgency as Brent cannot be without this service. Spot purchasing equipment is not a viable alternative given the number of equipment prescribers and administration that would be required to facilitate spot purchased provision.
- 3.16 The majority of councils in London, including six out of eight in North West London (Hounslow and Brent being the exceptions) are members of the London Community Equipment Consortium. The Consortium has established a single provider Integrated Community Equipment Service framework that is being used by 21 London councils. The Royal Borough of Kensington and Chelsea was responsible for the procurement process, which took place in 2022, and the new contract went live on 1st April 2023.
- 3.17 NRS was the single supplier appointed to the framework agreement to provide an Integrated Community Equipment Service on behalf of the London Community Equipment Consortium, following the completion of a tender process in 2022. Whilst RBKC set up the framework, each council in the Community Equipment Consortium has to separately award their own call off contracts to be able to use the framework for community equipment services. The framework was established with an initial term of 5 years with the ability to extend by a further 2 years (a maximum term of 7 years).
- 3.18 There are operational benefits to Brent contracting with NRS to deliver community equipment services. From a service delivery perspective, it makes sense as our neighbouring councils and ICBs are part of the consortium and using the NRS systems to order equipment. This is important, as prescribers will need to be trained on the NRS system ahead of contract implementation, a significant undertaking with over 600 people ordering equipment in Brent. As most of Brent's hospital-based prescribers who work in the NHS will already been using the NRS equipment system to facilitate discharge to other boroughs, this reduces the impact of the transition to just on-boarding local authority staff.
- 3.19 NRS have also mobilised a depot in North West London (in Greenford) for the London Consortium, which can be used for Brent services, helping to reduce

the impact of the transition from Millbrook to NRS. The set-up of the service in Brent should be more straightforward than it would be for a provider without a presence in the local area. Informal discussions with the consortium and NRS have been positive, and both are keen to work with Brent on the supply of community equipment.

- 3.20 Given the time constraints with appointment of a provider, framework agreements offer the only viable procurement approach. There is more than one framework in place that Brent could use to appoint a new provider. Officers have reviewed the KCS (Kent County Council) Integrated Community Equipment Service Framework. The KCS Framework is not a single provider framework, and there are five providers on that framework that could be considered, one of which is Millbrook, Brent's current provider and another is NRS. Officers have however concluded that using the London Community Equipment Consortium's framework is the preferred procurement route, allowing the appointment of a contractor within the time constraints.
- 3.21 Discussions with the London Consortium have been positive and it would welcome Brent Council joining the pan-London arrangement. The benefits of Brent joining the consortium is that a new service specification has been developed to address a number of inefficiencies experienced during the previous contract period and to drive forward the quality of the provider's performance and improved contract monitoring and reporting.
- 3.22 The new service model will migrate from a 5 day/8 hrs per day model to a 6 day/12 hrs per day operating model from the start of the contract, with the flexibility to switch (at a Consortium level) to 7 days if required during the contract period.
- 3.23 There will be a new "On Time In Full" KPI which will require the provider to ensure that all deliveries and other activities are completed within the time window specified by the Prescriber and that all equipment is delivered clean, in good working order and with no missing parts. Failure to achieve this will require the provider to cascade the activity fee to the actual completed tariff and any re-work will be at the provider's expense.
- 3.24 Equipment price increases will now only apply to new equipment purchases. The Consortium aims for a recycling target of 70% on the equipment issued to reduce the impact of future equipment price rises.
- 3.25 The introduction of the Lifecycle model will also support the monitoring of expenditure on equipment and repairs to maximise the equipment's useful economic life and support decision making to decommission existing equipment and implement new equipment. The Consortium will also be taking the lead in reviewing the equipment catalogue and working directly with the supply chain and the service provider to maximise the Consortium's buying power.

- 3.26 This is a London Living Wage contract. The London Living Wage must be paid to all staff engaged on the contract as a minimum. The contract requires that any future uplifts are passed on to staff to maintain this compliance during the life of the contract. Payment of LLW will be checked and overseen by the Consortium Team.
- 3.27 When Brent joins the Consortium, the council will become part of a larger group of organisations that is working with a single provider of equipment services, giving greater leverage over performance of NRS, the service provider. The new service has been in place since April 2023, and the mobilisation period should have settled by the time that Brent joins the consortium on 1st August 2023. There will be capacity and time to train the Brent prescribers in the new systems and ways of ordering equipment, that will be essential for a smooth transition to the new provider.
- 3.28 However, there are issues with the consortium arrangement that need to be considered. Ideally officers would be able to look at different procurement methods and the merits of different providers and frameworks to consider the best option for Brent before committing to a new provider.
- 3.29 In order to secure the services of another provider but leave Brent's options open to consider alternatives via a comprehensive options appraisal, officers are recommending that Brent joins the London Consortium and contract with NRS. In doing this, the Council ensures continuity of service and alignment with North West London service provision. The council will, however, still have the flexibility to carry out a full options appraisal and assess the merits of other procurement methods, frameworks and providers within a reasonable timeframe. Given the urgency with which an alternative provider needs to be secured, Officers consider this is a reasonable compromise position for the council.
- 3.30 The Consortium is open to Brent joining and in doing so, the council does not have to agree to a minimum contract term. However, if the council wanted to leave the Consortium and make our own arrangements for the provision of community equipment services, Brent would need to give 12 months' notice.
- 3.31 It should be noted that the Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE") applies to this contract, and a new provider would want assurance that there is a reasonable minimum timeframe to be taking on this contract. Brent will also have to be accommodated within NRS's North West London depot, which will need some time to set up and the input of resources from the new provider. An options appraisal also requires considerable commissioning and procurement input, which has not been considered in work planning because of the long-term contract that was in place with Millbrook. This will be completed within 12 months of the start of the contract and completed by July 2024, with options brought forward once this is concluded.

- 3.32 It is felt that the options appraisal work could be concluded within 12 months, with a further 12 months to re-commission and implement an alternative service, if that was the recommended outcome of the appraisal. Therefore, in joining the consortium Brent would be committing for a minimum of two years from 1st August 2023, but it is clear to both the consortium and NRS that Brent will not necessarily contract with NRS up to 2030, depending on the outcome of the options appraisal and that we could re-tender the service to appoint a new provider by August 2025.
- 3.33 Consequently it is recommended that Brent contracts with NRS for an initial two years, up to 31st July 2025. If the options appraisal concludes that remaining in the consortium is the right thing to do, the contract with NRS can be extended for a further two years eight months, to 31st March 2028. There is also scope within the framework to extend again by a further two years to 31st March 2030. The outcome of the options appraisal and recommendations will be presented to Cabinet for consideration in April or May 2024.
- 3.34 Discussions with NRS ahead of the proposed transfer have been positive. They are aware of the issues Brent has faced with the current provider, and of our expectations with the new contract. Performance on the new contract will form part of the options appraisal work, and if it does not meet expectations in the coming months NRS are aware of Brent's position, that we could look to exist the consortium and contract by August 2025, and commission alternative services.

The Tender Process

- 3.35 The Contract will be called off from the Framework, using the form of award and standard call off terms and conditions prescribed under the Framework.
- 3.36 The Framework is a single supplier framework and as such is considered the most appropriate route for the procurement of the Contract as –
- The council has an urgent need for Community Equipment Services, as the contract with Brent's current provider is ending on 31st July 2023
 - Joining with London Community Equipment Consortium and appointing NRS Healthcare allows for operational alignment with other councils and ICBs in North West London, making implementation of this new arrangement easier to achieve within the timescales
 - This is a single supplier framework, and NRS has been appointed following a tender process undertaken by the Royal Borough of Kensington and Chelsea on behalf of the consortium members. The tender took place in 2022, with the contract with NRS going live from 1st April 2023. Brent would be joining four months into the contract term.
- 3.37 In compliance with the Framework guidance, Officers have reviewed the framework information for NRS on the Framework and have concluded that its

pricing is competitive with other providers in the market, including the Council's current provider.

- 3.38 Officers recommend the award of the Contract for an initial term of two years, up to 31st July 2025, with the option to extend for a further two years eight months, to 31st March 2028 and by a further two years to 31st March 2030, subject to the conclusion of an options appraisal on community equipment services. If the options appraisal concludes and doesn't recommend continuing with the contract, options will be re-presented to Cabinet within the next 12 months. The value of the contract is estimated to be approximately £19.3m if the contract runs until 31st March 2030.
- 3.39 The contract will commence on 1st August 2023.

Section 75 Agreement

- 3.40 Since November 2016 the council and North West London Integrated Care Partnership (previously Brent Clinical Commissioning Group) has had an agreement pursuant to section 75 National Health Service Act 2006 ("s75 Agreement") to collaborate in the provision of the integrated community equipment services. The original s75 Agreement has been successively extended and is now with the CCG's successor body.
- 3.41 By pooling Brent's community equipment budget under a s75 Agreement, Officers consider the Council's purchasing power has increased resulting in savings in equipment prices and lower activity price. The partnership has also promoted the efficient sharing of business processes, IT systems and also the redistribution of community equipment borough wide; this would not have been achieved without joint working through a s75 Agreement.
- 3.42 Consequently, it is recommended that approval is given to enter into a further s75 Agreement enabling the council to enter into a new agreement with the ICP to collaborate in the provision of the integrated community equipment services until 31st March 2030. If the contractor for community equipment services changes during that time following the options appraisal referenced above, the s75 Agreement will be updated and renewed.

Pre-tender Considerations

- 3.43 The pre-tender considerations relevant to the Contract are as follows:

Ref.	Requirement	Response	
(i)	The nature of the services / supplies / works.	As detailed above	
(ii)	The value.	Circa £19.3m (excluding VAT) at today's prices over the proposed full contract term. (The ICP currently fund 62% of costs)	
(iii)	The contract term.	Two years, up to 31 st July 2025, with the option to extend for a further two years eight months, to 31 st March 2028 and by a further two years to 31 st March 2030	
(iv)	The tender procedure to be adopted.	Direct Award from a Framework	
(v)	The procurement timetable.	Stage in Procurement	Indicative dates
		Contract start date	1 st August 2023
(vi)	The evaluation criteria and process.	Direct Award using Framework criteria	
(vii)	Any business risks associated with entering the contract.	No specific business risks are considered to be associated with entering into the Contract.	
(viii)	The Council's Best Value duties.	For the reasons set out in Section 3, it is considered that Direct Award will result in the Council achieving best value.	
(ix)	Consideration of Public Services (Social Value) Act 2012	Officers have had regard to the Public Services (Social Value) Act 2012 – see Section 9 for further details.	
(x)	Any staffing implications, including TUPE and pensions.	There are no implications for Council staff arising from the procurement. TUPE will apply for staff currently working for Millbrook on the Brent Contract	
(xi)	The relevant financial, legal and other considerations.	Financial – See Financial Implications at Section 4.	
		Legal – See Legal Implications at Section 5.	

Ref.	Requirement	Response
		Other – N/A
(xii)	Sustainability	The Consortium aims for a recycling target of 70% on the equipment issued to reduce the impact of equipment provision on the environment.
(xiii)	Key Performance Indicators / Outcomes	Appropriate Key Performance Indicators / Outcomes will be included in the Contract.
(xiv)	London Living Wage	The Contract will require the payment of the London Living Wage
(xv)	Contract Management	A contract manager will be appointed and appropriate contract management provisions will be included in the Contract.

4.0 Financial Implications

- 4.1 Part 3 of the Council's Constitution state that contracts for services exceeding £5 million shall be referred to the Cabinet for approval of the award of the contract. The value of the Integrated Contract is estimated to be over this threshold.
- 4.2 The annual value of this contract is estimated to be circa £2.9m at today's value.
- 4.3 It is anticipated that the cost of this contract will be funded from existing revenue budgets within Adult Social Care. As is detailed in section 3.11, 62% of costs are funded by the ICP. This puts the estimated annual cost to Brent at £1.1m at current prices.
- 4.4 Equipment prices and Activity Fees shall remain fixed up to April 2024. Then in each subsequent Contract Year during the Framework Period, the Activity Fees may at the absolute discretion of the Contracting Authority be subject to indexation in line with the average annual rate of the Consumer Price Index published by the Office for National Statistics twelve-month measure for January to December in each case published following the immediately preceding December to the fee review date (1 April).
- 4.5 Activity Fees increases will be subject to ratification by the Consortium Board members and satisfactory performance and completion of Open Book accounting requirements as set out in the contract.

- 4.6 There is also a fee that the council will have to pay for joining the London Community Equipment Consortium. This is £37,000 initial fee, with £9,450 to be paid each year to cover strategic management of the contract. This will be funded from Adult Social Care budgets. The Consortium membership fee has been frozen for the last four years and is currently being reviewed alongside resource requirements for the Consortium Team and has yet to be agreed by Consortium members. As a minimum, from 2023/24 the annual membership will increase in line with the local government pay award but could increase by more than that if the remit of the Consortium Team expands.
- 4.7 The Corporate Director, Finance & Resources has been consulted concerning the proposed s75 Agreement and has approved entry into such Agreement. The Finance and Resources Department will monitor the s75 Agreement going forward.

5.0 Legal Implications

- 5.1 The estimated value of the proposed call off Contract is above the threshold for Supplies and Services under the Public Procurement Regulations 2015 (the “PCR 2015”) and the procurement is therefore governed by the PCR 2015.
- 5.2 Officers recommend the use of a framework to procure the Contract. The PCR 2015 allow the use of framework agreements and prescribe rules and controls for their procurement. Contracts may then be called off under such framework agreements without the need for them to be separately advertised and procured through a full procurement process. Call offs under the framework agreement need to be carried out in accordance with the framework rules, to include using evaluation criteria specified in the framework agreement and utilising the terms and conditions set out in the framework agreement.
- 5.3 The Council’s Contract Standing Orders state that no formal tendering procedures apply where contracts are called off under a framework agreement established by another contracting authority, where call off under the framework agreement is approved by Cabinet and provided that the Corporate Director, Governance has advised that participation in the framework is legally permissible. The Corporate Director, Governance has confirmed that participation in the Framework is legally permissible.
- 5.4 The award is subject to the Council’s own Standing Orders and Financial Regulations in respect of High Value Contracts given the Council’s element of the procurement is valued at more than £2 million. Part 3 of the Council’s Constitution state that contracts for services and supplies exceeding £5 million shall be referred to the Cabinet for approval of the award of the contract.
- 5.5 As the procurement of the Contract is from a framework, there is no requirement for the Council to observe a 10-day standstill period under the PCR 2015.

- 5.6 Recommendation 2.6 seeks approval for the Council to enter into an agreement pursuant to s75 National Health Service Act 2006. S75 of the NHS Act 2006 allows health bodies and local authorities to enter into partnership arrangements whereby the organisations contribute an agreed level of resource into a joint budget that can be used to commission or deliver health and social care services.
- 5.7 A s75 Agreement is considered to be a partnership agreement under the Council's constitution and in accordance with Contract Standing Order 85, no partnership arrangement may be entered into unless approved by the Corporate Director, Finance & Resources and a formal agreement covering the arrangements is signed by the parties. Paragraph 4.7 confirms that such the Corporate Director, Finance & Resources approves the proposed s75 Agreement and the intention is to enter into a formal written agreement with the ICP.
- 5.8 In accordance with Financial Regulation 9.1, Corporate Directors must ensure that the objectives of the arrangement are consistent with the Council objectives and priorities and this is addressed in paragraphs 3.37 – 3.39. There is also a requirement for Finance and Resources to be responsible for monitoring and validating such arrangements and this is confirmed in paragraph 4.7.
- 5.9 As detailed in Section 3, there have been issues with the performance of the Community Equipment contract since it went live in July 2021 and following Millbrook's withdrawal from the contract, there is currently a significant backlog in the supply of equipment. Legal Services will be liaising with Officers regarding any action that may be taken under the contract concerning such matters.

6.0 Equality Implications

- 6.1 Pursuant to s149 Equality Act 2010 (the "Public Sector Equality Duty"), the Council must, in the exercise of its functions, have due regard to the need to:
- (a) eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it,
- 6.2 The Public Sector Equality Duty covers the following nine protected characteristics: age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 6.3 Having due regard involves the need to enquire into whether and how a proposed decision disproportionately affects people with a protected

characteristic and the need to consider taking steps to meet the needs of persons who share a protected characteristic that are different from the needs of persons who do not share it. This includes removing or minimising disadvantages suffered by persons who share a protected characteristic that are connected to that characteristic.

6.4 There is no prescribed manner in which the council must exercise its public sector equality duty but having an adequate evidence base for its decision is necessary.

6.5 The proposals in this report have been subject to screening and Officers believe that there are no adverse equality implications.

7.0 Consultation with Ward Members and Stakeholders

7.1 None.

8.0 Human Resources/Property Implications (if appropriate)

8.1 This service is currently provided by an external contractor and there are no implications for Council staff arising from retendering the contract.

9.0 Public Services (Social Value) Act 2012

9.1 The Council is under a duty pursuant to the Public Services (Social Value) Act 2012 (“the Social Value Act”) to consider how services being procured might improve the economic, social and environmental well-being of its area; how, in conducting the procurement process, the Council might act with a view to securing that improvement; and whether the Council should undertake consultation. Officers have had regard to considerations contained in the Social Value Act in relation to the procurement.

9.2 The following elements were included in NRS’s social value commitments when appointed to the single supplier framework –

- A clear commitment to delivering full electric fleet from contract award
- A commitment to recruit a full-time social value lead to work with internal relevant partners, employment and procurement as well as social value leads in each consortium borough to deliver on social value commitments. The provider will compile a register on targeted recruitment and social value activities, to be reviewed monthly and report 6 monthly to the consortium.
- Reducing waste within the contract. There will be clear strategies for waste reduction that are continually effective and transparent, as well as a commitment to recycle 70% of equipment


- NRS Social Value lead to work with boroughs to identify community initiatives where NRS can donate resources and/or volunteering opportunities.
- Donation of employment training to support local workforces. Targeted recruitment, training and contracting. Donation of equipment to charity.

Report sign off:

Phil Porter

Corporate Director, Adult Social
Care and Health

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	Cabinet 19 June 2023
	Report from the Corporate Director, Communities and Regeneration
2022/23 Quarter 4 (January – March) Performance Report	

Wards Affected:	All
Key or Non-Key Decision:	Key Decision
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	One Appendix A Corporate Performance Scorecard
Background Papers:	None
Contact Officer(s): <small>(Name, Title, Contact Details)</small>	<p>Janet Latinwo Head of Strategy and Partnerships 020 8937 4104 janet.latinwo@brent.gov.uk</p> <p>Tom Pickup Policy, Partnerships and Scrutiny Manager tom.pickup@brent.gov.uk</p> <p>Chatan Popat Strategy Lead – Performance 020 8937 5068 chatan.popat@brent.gov.uk</p>

1.0 Purpose of the Report

- 1.1 This report and the performance scorecard (**Appendix A**) set out the position on the Council's performance in the fourth quarter of 2022/23. The content and format of the report and scorecard have been constructed to focus primarily on the Council's Borough Plan: Building a Better Brent, and its priorities.
- 1.2 This report will provide Cabinet with a corporate overview of performance in key Borough Plan priority areas, to support informed decision-making and to manage performance effectively.

- 1.3 The Borough Plan: Building a Better Brent refresh was agreed by Full Council in February 2021. This refresh updated the Borough Plan 2019-23. It provides a strategic picture of where the Council would like to be by the end of 2022/23 and how it intends to get there. The Borough Plan had five overarching strategic priorities, each with detailed desired outcomes. To assist in the delivery of these outcomes, specific key activities have been identified - these are known as annual Delivery Plan Priorities.
- 1.4 This performance report will be the final one for Building a Better Brent. A new Borough Plan has been agreed and is now live.
- 1.5 The five priorities set out in the Borough Plan 2019-23 and their desired outcomes were as follows:
- Every opportunity to succeed:
 - Improvement in Key Stage results for boys of Black Caribbean heritage, looked-after children and care leavers
 - High-level skills achievement
 - Increase in average wage
 - Increased opportunities for children and young people to succeed

 - A future built for everyone, an economy fit for all:
 - Increased levels of labour market participation and training support
 - Increase in inward investment achieved via the council
 - Adopt our new Local Plan, setting out our vision, priorities and areas for future development in the Borough.
 - Increase in housing supply
 - Reduction in the number of households in temporary accommodation
 - Reduction in number of people who are homeless in the Borough and effective support for those who are homeless
 - Keep traffic moving and our roads and pavements in good repair

 - A cleaner, more considerate Brent:
 - Considerable and measurable progress made in reaching net zero carbon emissions, improving air quality and reducing fuel poverty
 - A cleaner more attractive borough

 - A borough where we can all feel safe, secure, happy and healthy:
 - Reduction in anti-social behaviour, the risk of harm and re-offending
 - Reduction in violent crime, including gang and knife crime
 - Support our most vulnerable adults, enabling them to choose and control the services they receive, to remain independent and lead active lives
 - Improve the health of Brent residents and reduce health inequalities
 - Make Brent a place where culture is celebrated and vibrant

 - Strong foundations:
 - Address digital exclusion and enable residents to get online
 - Making every pound count
 - Building services around residents and their needs

- Increase in resident satisfaction
- Increase in resident involvement

1.6 The Corporate Performance Scorecard (Appendix A) sets out the suite of key performance indicators (KPIs) being monitored corporately.

1.7 Where data is not provided, the following apply:

- The measure is annual
- The data is not yet available due to seasonal services and data collection
- The data has not yet been released by a partner organisation e.g. NHS, Met Police etc.

2.0 Recommendations for Cabinet

2.1 Cabinet has been asked to:

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

3.0 Detail

The Policy and Performance Framework

3.1 A new performance framework has been developed for 2021/22 and 2022/23 that sets out how the council will manage its performance. The new framework ensures focus on delivering improved outcomes by driving improvement throughout the organisation. The performance framework covers:

Tier 1 – the Borough Plan and delivery plan (refreshed)

Tier 2 – key corporate strategies and plans: Black Community Action Plan, Equality Strategy, Poverty Commission, Climate Emergency Strategy and Joint Health and Wellbeing Strategy.

3.2 The framework has been developed with a number of principles in mind:

- There should be a clear golden thread from the Borough Plan to front line delivery
- The Borough Plan and key strategies/plans are interlinked and cross-referenced
- Performance measures must be proportionate and meaningful and include the use of ‘journey’ indicators to demonstrate progression.

3.3 Following a recommendation from our external auditors, we have now added Direction of Travel indicators to the reporting profile. These are for indicators

which receive a Red, Amber or Green RAG rating, and show whether performance in this quarter was better or worse than in the preceding quarter.

- 3.4 The new Borough Plan: Moving Brent Forward Together (2023-27) was finalised at Full Council in February 2023. The Corporate Performance Team has approached each department to commence the annual KPI refresh exercise for 2023-24. The aim is to have a new suite of KPIs for corporate reporting finalised and approved by the end of June 2023. Once approved, these measures will become part of the corporate reporting suite for Q1 2023/24 onwards. A KPI renewal exercise will be undertaken at the beginning of every financial year to ensure performance indicators are kept relevant to the success measures published.

Borough Plan indicators

- 3.5 Overall, there are currently 50 Borough Plan key indicators in the Q4 performance scorecard. The number of Red ratings has reduced from 15 in Q3 to 12 in Q4 (Borough Plan measures only).
- 3.6 KPIs are rated Red, Amber or Green depending on their performance:
- Green KPIs have met or exceeded their target
 - Amber KPIs are between 0.01% and 5% outside of their target
 - Red KPIs are 5% or greater outside of their target

Of the 50 Borough Plan indicators for Q4:

- 23 are on or above target (Green)
- 3 are just off target (Amber)
- 12 off target (Red)
- 12 provide contextual information

Internal business performance indicators

- 3.7 An additional 5 internal business indicators are included in the corporate performance scorecard.
- 3 are on or above target (Green)
 - 1 is just off target (Amber)
 - 1 off target (Red)

- 3.8 A summary of performance is outlined in the following sections.

Every opportunity to succeed

Red KPIs

- 3.9 73.1% of Looked After Children (LAC) are in education, employment or training (EET) (Year 12 and 13) against a target of 80%. There is strong partnership work between Brent Virtual Schools and Prospects and a number of programmes delivered by internal and external partners are underway to support Post 16 LAC who are NEET. Additionally, BVS has developed a bespoke NEET programme for the hard to reach cohort, which started in April 2023.

Amber, Green and Contextual KPIs

- 3.10 At 56%, the percentage of care leavers (19-21 year olds) in education, employment or training (EET) is just below the 57% target (Amber RAG rating). This reflects the positive targeted work that Prospects is undertaking with young people who are NEET, supported by Personal Advisers. Brent Works is also supporting helping Care Leavers secure education and training opportunities by supporting the Care Leaver Covenant, for example signing up local employers.
- 3.11 Both Employment & Skills measures for this theme are rated Green for this quarter. There were 201 employment and apprenticeship outcomes against a target of 200, and 5,704 students enrolled in Brent Starts courses against a target of 5,000. Both measures performed well over the course of the year.
- 3.12 28 local apprenticeships and work experience opportunities have been achieved as a part of our Social Value and Ethical Procurement Policy, making this KPI Green against a target of 17 for the year.

A future built for everyone, an economy fit for all

Red KPIs

- 3.13 The average re-let time is 242 days for major voids (target – 72, Red rating) and 185 for minor voids (target – 36, Red rating). There has been a small improvement in the major voids performance but a fall in minor voids, increasing from 135 days in Q3. Their service still has staffing issues within the team which has not helped performance. A new task force is being formed to address and improve voids and letting performance, which will have responsibility for ensuring the voids and lettings process and timescales are adhered to from termination of tenancy to signing up the new tenant. The task force will be looking at where they can shorten parts of the process by maximising periods where time is lost - for example specifying repairs to properties whilst they are still within the notice period. The system being used to manage lettings is continually being upgraded to improve workflows and increase accountability. BHM are also partnering with an energy supplier to make it easier and quicker to clear existing debts on meters.
- 3.14 The number of empty properties refurbished and brought back in to use within the borough at the end of Q4 is 77, below the 100 target for the year and rated Red. This has predominantly been caused by some of the larger refurbishment schemes the service have been working on with landlords over-running. The service is moving into the new financial year with 70 units of accommodation in the pipeline.
- 3.15 26 homes have been purchased by i4B against a target of 45, making this KPI Red. i4B suspended private rented sector purchasing for earlier in the year due to rising interest rates and increased property prices. The company is currently

reviewing the best use of its remaining loan funding to deliver affordable homes and meet housing need in the borough.

- 3.16 The percentage of Cat 2 defects repaired on time is Red RAG rated for Q4, with a year-to-date overall performance of 59.9% (Target – 90%). Performance has declined this quarter, with Q4 scoring 28% compared to 76% in Q3. The inclement weather in November and December impacted the delivery of some rectification works in January and February, which caused further delays into Q4. However, in March, 98% of works were completed on time. A catch-up plan has been discussed with the contractor to complete the outstanding works and it is anticipated that there will be a positive direction of travel in Q1.

Amber, Green and Contextual KPIs

- 3.17 99.9% of properties have a valid gas certificate and therefore the measure is rated Amber for this quarter. There have been difficulties gaining access to just one property. This property has not been occupied as the resident was in a care home, and the fact that the resident was not at home to use the gas greatly reduces the risk to them and neighbouring residents. Fire risk assessments are at 100% and rated Green.
- 3.18 50% of homelessness this year has been prevented or relieved (Target – 50%, Green RAG rating). Despite the challenges being presented by the contraction of affordable accommodation available in the private rented sector, a good level of performance has been achieved by continuing to engage with households who are threatened with homelessness at the earliest possible stage. A new way of delivering the single homeless service is due to go live in June. This service will be a face-to-face drop-in service based in Harlesden and will be co-located with other support services to take a more holistic approach to meeting the needs of single homeless people in Brent, therefore increasing homelessness prevention.
- 3.19 There are 1,865 households in temporary accommodation against a target of 2,000; although this KPI is rated Green, this is an increase on the 1,766 households seen in the last quarter. The increase is common across London and is being driven by a combination of an increase in demand, due to the cost-of-living crisis, as well as a contraction in affordable accommodation being available in the private rented sector used to prevent and relieve homelessness.
- 3.20 4,719 Houses of Multiple Occupation (HMOs) are licensed within the borough (Target – 4,400, Green RAG rating). Brent continues to outperform all other London boroughs, and this has been affirmed by the Local Authority Housing Statistics who have stated Brent has successfully licenced more Mandatory HMOs than any other London borough and are nationally ranked in the top 10. The licencing of HMOs is complemented by a robust approach to enforcement.
- 3.21 141 electric vehicle charging points have been installed as of Q4 (target – 141, Green RAG rating). This batch of installations are due to be completed in April and May 2023, with 283 lamp post chargers operational at the end of the period.

- 3.22 The three remaining measures for Employment & Skills are all rated Green, with 1,857 students participating in a Brent ESOL course (target – 1,500), 40 residents in employment following participation in Moving On Up (target – 40), and 97 employment outcomes in growth sectors (target – 1). The number of ESOL students has performed particularly well, 24% higher than the 2021-22 outturn of 1,500 students.
- 3.23 63 new council homes completed in 2022/23 (Contextual measure), lower than forecast at the start of the year. 116 Council homes were due for completion this year but this has slipped due to suppliers, materials and sub-contractor viability leading to delays in works. Where delays occur, the Council is implementing financial penalties against contractors to offset anticipated rent loss. 436 affordable homes delivered by external providers have been completed in 2022/23 (Contextual measure), also lower than the initial forecast. An additional 228 homes were due to be completed by registered providers in this year but delays in materials, availability of utility companies to connect buildings and rising costs have meant this number was not achieved. Each scheme is closely monitored and any issues with slippage are reported to the Council.
- 3.24 20 households in 2022-23 residing in council housing have downsized to a smaller property (Contextual measure). In total, the stock maximisation scheme has released the following properties: 6 x 2 beds, 18 x 3 beds, 4 x 4 beds, 1 x 5 bed. Awareness of the scheme is growing and there are currently 58 cases of which 46 tenants are seeking to downsize, three are seeking to rent privately and nine are seeking to purchase a property.
- 3.25 £26,279,331 has now been collected in CIL (Contextual measure), 43% higher than the 2021-22 outturn of £18.39m. This figure is Brent CIL only and does not include Mayoral CIL collected by Brent but sent to TfL. Brent CIL is split by 80% SCIL, 15% NCIL & 5% CIL Admin.

A cleaner, more considerate Brent

Amber, Green and Contextual KPIs

- 3.26 An average of 422.4 kilograms of residual household waste was collected per household at the end of Q4, against an annual target of 480kg rating this indicator Green. There has been a 4kg reduction in waste collected per household compared to Q3. The Q4 2022/23 figure of 107kg also represents a significant reduction of 23kg when compared to Q4 2021/22's 130kg, a reduction of 18%. The figures confirm our previous observations that less household waste is being generated as post COVID-19 activities return to normal with people going back into offices.

A borough where we can all feel safe, secure, happy and healthy

Red KPIs

- 3.27 The child protection rate per 10,000 children is at 49.6, above the 34-45 target range and rated Red. This reflects the complexity of case referrals to the Children and Young People's Department.
- 3.28 Children becoming the subject of a Child Protection Plan for a second or subsequent time is at 14.5% (Target – 12%, Red rating), the same as in Q3. This reflects the complexity of children's needs. Child Protection Advisors continue to closely monitor the effectiveness of Child Protection plans to work to reduce the length of time children are on plans, as well as holding midway reviews between conferences.
- 3.29 At the end of Q4 there have been 180 new admissions to residential & nursing care homes for people aged 65+ against a target of 150 and remains as a Red measure. This is 17% higher than the 2021-22 outturn of 154 new admissions. Short-term placements are currently reviewed and some are moving on to permanent placements. Whilst Brent's extra care services are full, it is anticipated that the opening of Honey Pot Lane in 2023/24 will ease pressures on the service.
- 3.30 67.4% of new birth visits this year have taken place within 14 days against a target of 95%, making this KPI Red. However, 98% of visits have taken place within 30 days as is statutorily required, and 88% of the visits in Q4 took place within 14 days so the direction of travel is positive. This has been identified as a key risk for the Brent Borough Based Partnership and considered by the Executive and Board. In response, health visitors are a priority group for the Brent Recruitment & Retention work stream as there is a national shortage of visitors. A multiagency group has been convened to identify and mitigate system risks consequent on the shortage of health visitors. In the short term to improve the situation up to eight health visitors work on Saturday offering NBC in Clinics or at homes.

Amber, Green and Contextual KPIs

- 3.31 The percentage of successful completions as a proportion of all opiate drug users in treatment is 6.9% (Target – 5%, Green RAG rating). Clinical interventions, including secondary prescribing, continue to operate effectively to ensure that services remain accessible and clinically safe.
- 3.32 The number of completed Early Help Assessments and reviews is 267 per 10,000 children, just above the 265 target and rated Green This reflects the effective use of triage and signposting of families to appropriate services within the Family Wellbeing Centres.
- 3.33 There are 636.5 referrals per 10,000 children to CYP (Contextual measure). The rate has continued to increase, and referral trends are continuing to be monitored by the Head of Service and Service Managers to ensure timely and appropriate responses to concerns raised about a child.

- 3.34 The total number of wet, dry or virtual visits to leisure centres has performed well, with 1,487,646 visits against a 1,370,255 target (Green rating). This is 29% higher than the 2021-22 outturn of 1,148,815 visits.
- 3.35 There were 883,625 loans of physical and electronic stock from the libraries including Housebound service against a target of 619,268 (Green rating). Although recovery has been significant post-covid, borrowing is at 89% of the rate seen in 2019-20 - this is despite Harlesden library being closed for refurbishment and shorter opening hours at all libraries. A variety of activities have taken place including Maths on Toast, STEM workshops, regular/author class visits and ESOL classes held at various libraires. Under-fives' attendance has showed a big jump across all libraries and proving to be most successful event in terms of number of customers attending. In addition to this, libraries were promoted as 'warm banks' and there were more than 212,000 customers visiting them across six sites in Q4.

Strong foundations

Amber, Green and Contextual KPIs

- 3.36 97.90% of current rent has been collected as a percentage of rent due, against a target of 101% (Amber RAG rating). Rent collection continues to be a challenge in the current financial climate with rents increasing by 7%. The department is offering improved access to support for all our tenants through robust policy and procedure and officers who make themselves a part of the community. Consistent and supportive engagement from officers promoting a 'rent first' attitude will see tenancies sustained.
- 3.37 Brent achieved £2,924,697 in income from the commercial portfolio against a target of £3,005,370, making this KPI Amber. The shortfall in income is due to Air France vacating the 8th floor. The Council is seeking new commercial tenants to replace Air France and is in active negotiations with prospective tenants.
- 3.38 88 social value hours have been contributed toward supporting community-led initiatives as a part of the Social Value and Ethical Procurement Policy (target – 59, Green RAG rating). Social value commitments through our procurements have been successful in obtaining supplier buy-in, supporting the delivery of better outcomes for the community through training and events.
- 3.39 16,897 residents have attended community hubs this year against a target of 12,500, earning a Green RAG Rating. This is a 43% increase from the 2021-22 figure of 11,823. There have also been 3,664 referrals to food banks made through Brent hubs in 2022-23 (Contextual).
- 3.40 331 people attend Brent Connects meetings between January and March, bringing us to a total of 466 attendees for the year (Contextual).

Internal Business

Red KPIs

- 3.41 The collection rate for housing benefit overpayments is 87.4% against a target of 95%, earning a Red RAG rating. Collection has been impacted by the cost-of-living crisis, making it harder to recover funds.

Amber, Green and Contextual KPIs

- 3.42 Collection of Non-Domestic Business Rates (NNDR) is rated Amber, with a YTD actual of 93.0% against a 94.2% target. Even though the target has been slightly missed, business rates collection is generally on track in comparison to earlier in the year, and an improvement on 2021/22's performance. However, it is clear many businesses continue to struggle particularly following this year's increase in energy costs and other inflationary pressures.
- 3.43 The Council Tax collection rate is 93.4% against a target of 92.5% and is rated Green. Collection was above target with the help of the energy council tax rebate, but it is expected that 2023/24 will be a difficult year for residents.
- 3.44 The average days taken to process new benefit claims and change events continues to be rated Green in Q4 with an actual of 10.0 days against a 14 day target. This is down from 12.6 days at the end of 2021/22.

4.0 Financial Implications

- 4.1 None

5.0 Legal Implications

- 5.1 In Table 3 of Part 3 of the council's constitution, it states that the Cabinet is responsible for formulating and preparing a sustainable community strategy and then submitting the same to Full Council for consideration and adoption or approval. The Sustainable Community Strategy constitutes part of the council's Policy Framework. The Council's Borough Plan, which is its current sustainable community strategy, was agreed by Full Council in 2019.

6.0 Equality Implications

- 6.1 There are no direct diversity implications. However, the report includes performance measures related to the council's diversity objectives and is part of the framework for ensuring delivery of these key outcomes. Service areas have the responsibility for managing the delivery and performance of their services. Therefore, the service area would also need to consider if a variation in performance could lead to equality implications at a service level.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 Not applicable.

8.0 Human Resources/Property Implications (if appropriate)

8.1 None.

Report sign off:

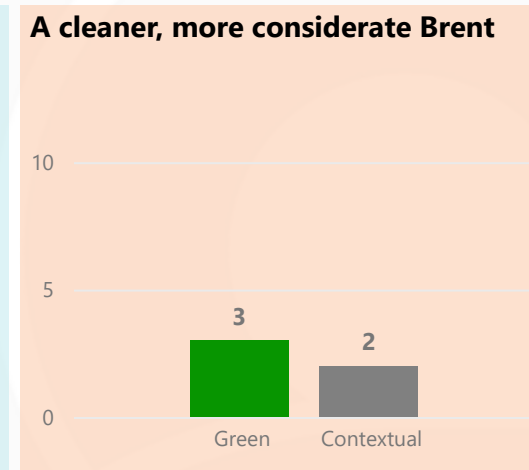
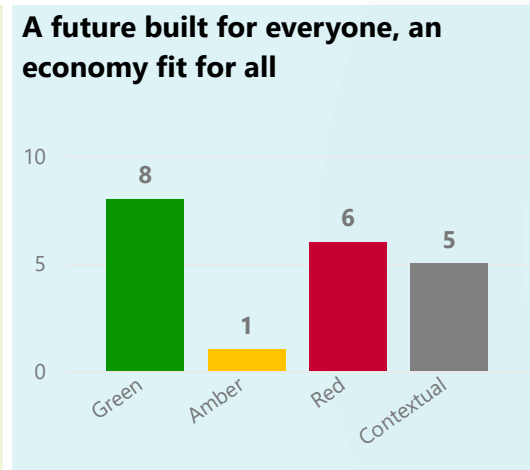
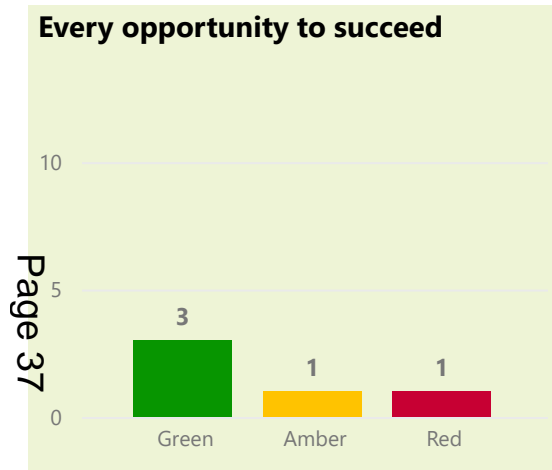
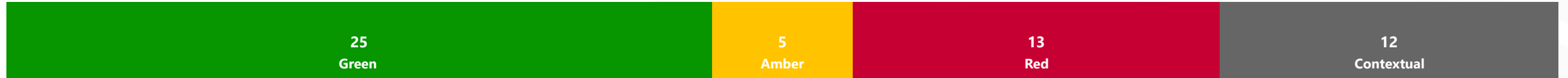
Zahur Khan

Corporate Director, Communities and Regeneration

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Corporate Performance Report Q4 2022-23

Indicators by RAG Rating



Key for Performance Rating

Unless otherwise defined, performance information is assessed using the following tolerances to give a RAG rating:

Green – At target or exceeding target

Amber – 0.01% - 5% outside target

Red – Greater than 5% outside target,

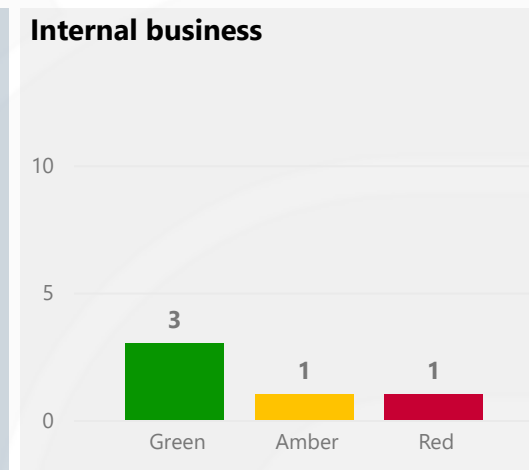
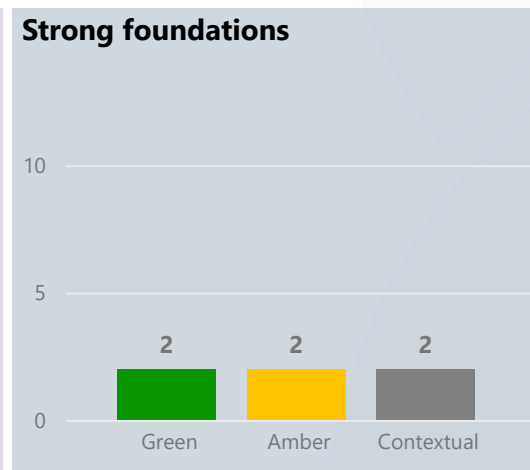
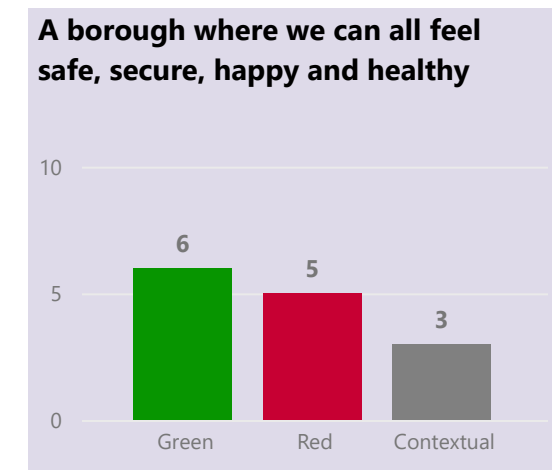
Contextual – No target set

n/a – Data not available

▲ – Performance better than preceding quarter

▶ – Performance the same as preceding quarter

▼ – Performance worse than preceding quarter

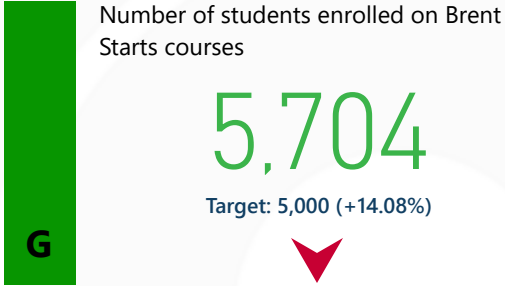
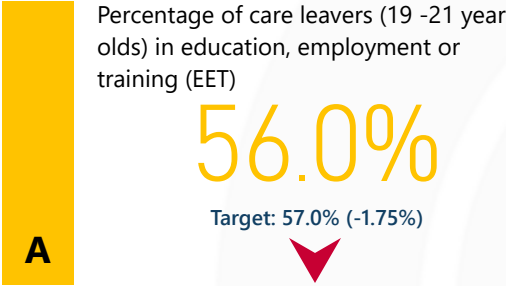
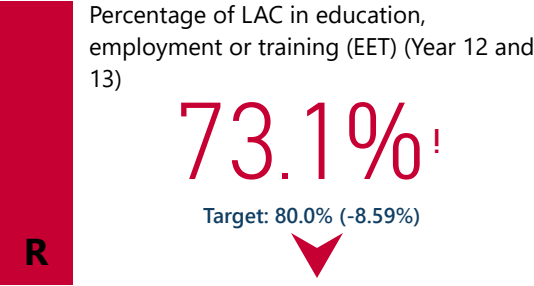


Count of Red Ratings for Borough Plan KPIs by Department

Department	Q3 2022-23	Q4 2022-23
Adult Social Care and Health	3	3
Children and Young People	6	3
Communities and Regeneration	1	1
Finance and Resources	0	0
Governance	0	0
Resident Services	5	5

Corporate Performance Report Q4 2022-23

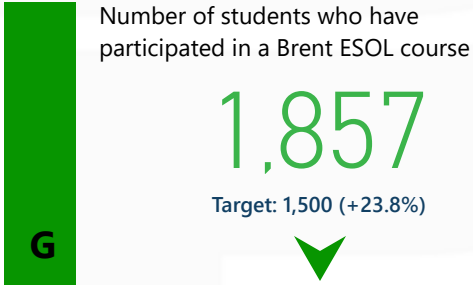
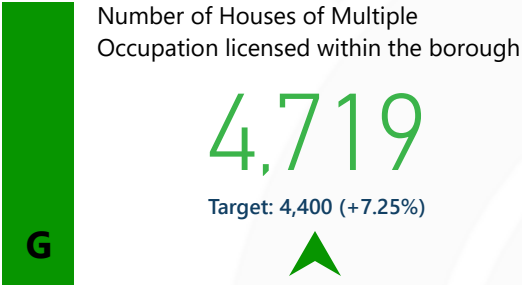
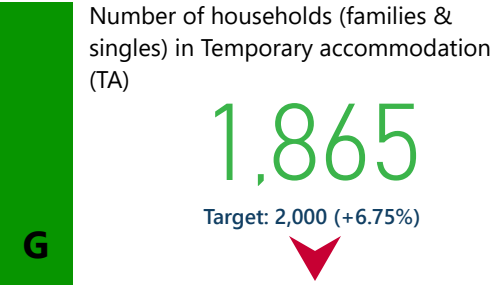
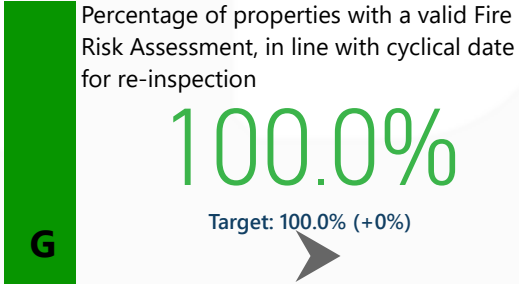
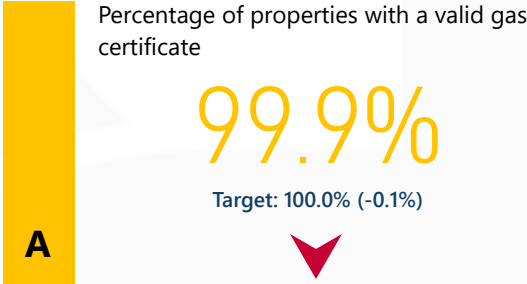
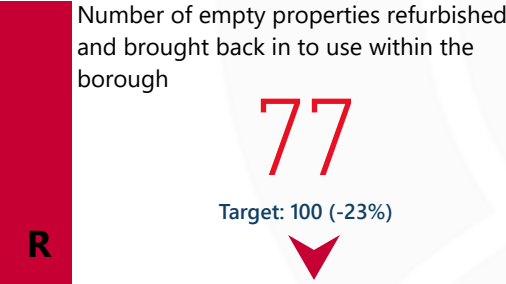
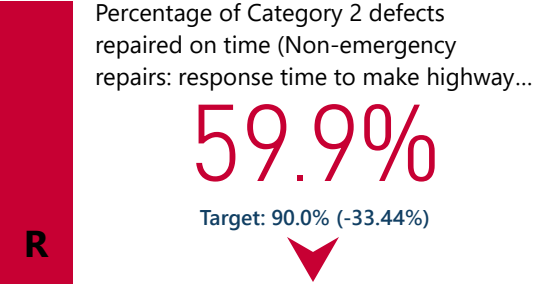
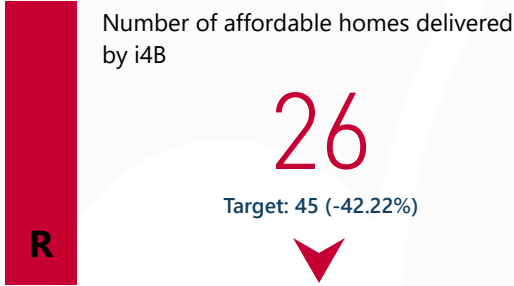
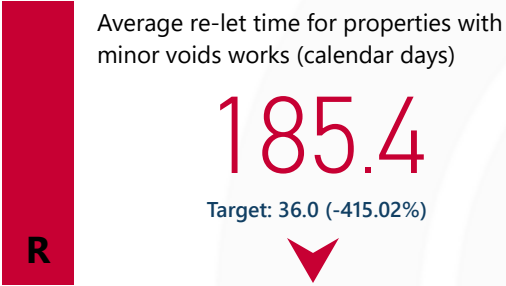
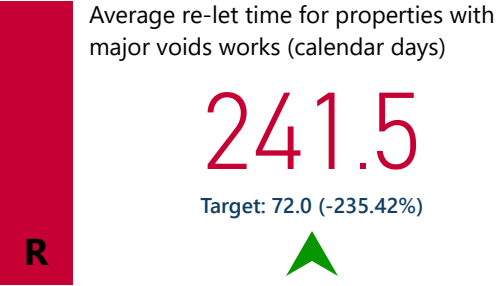
Every opportunity to succeed



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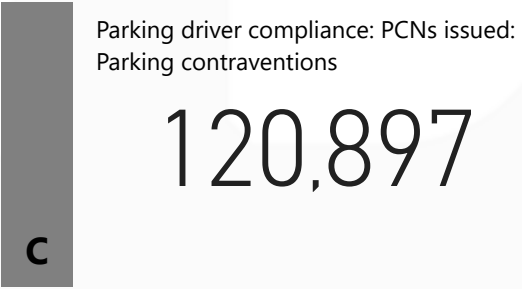
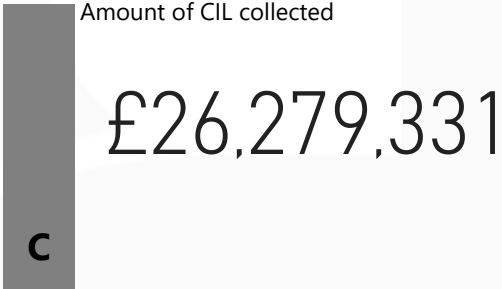
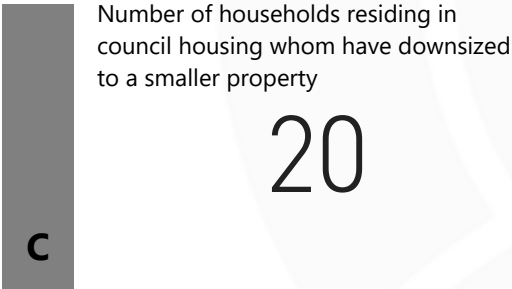
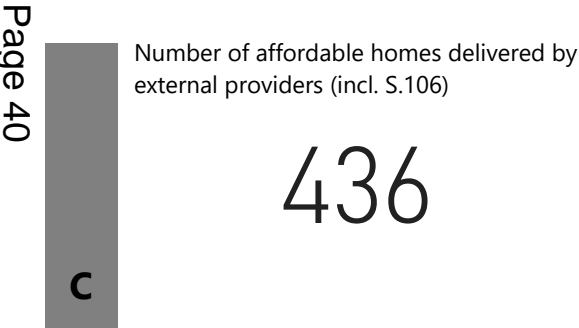
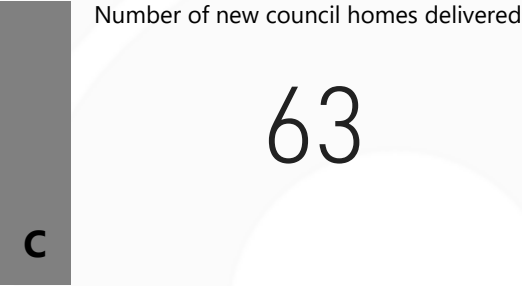
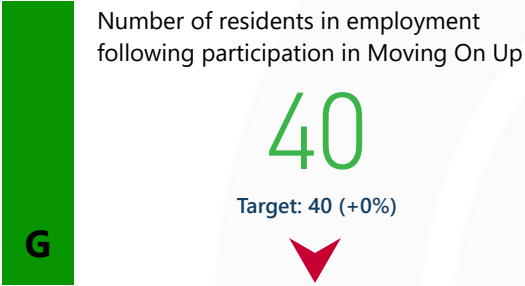
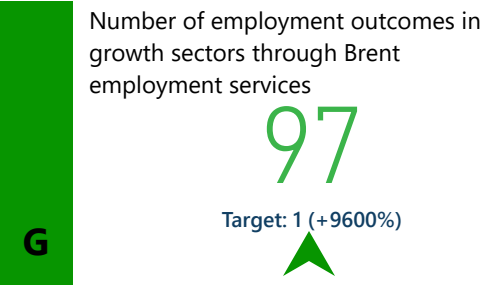
A future built for everyone, an economy fit for all

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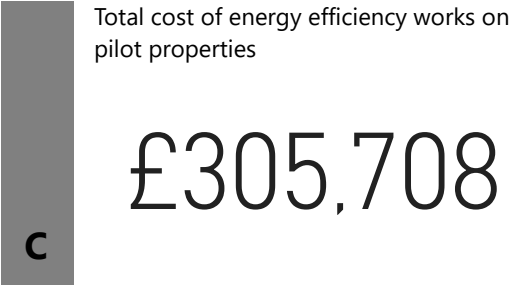
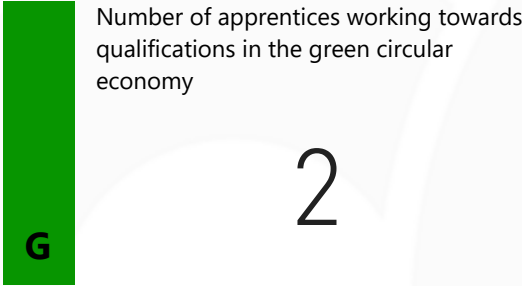
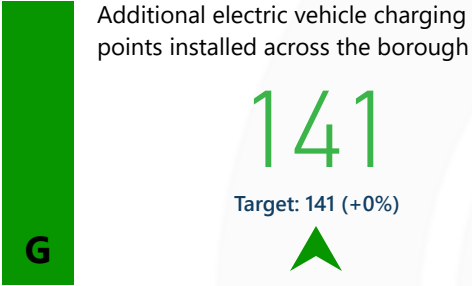
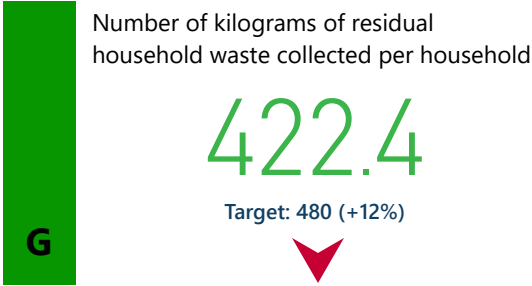
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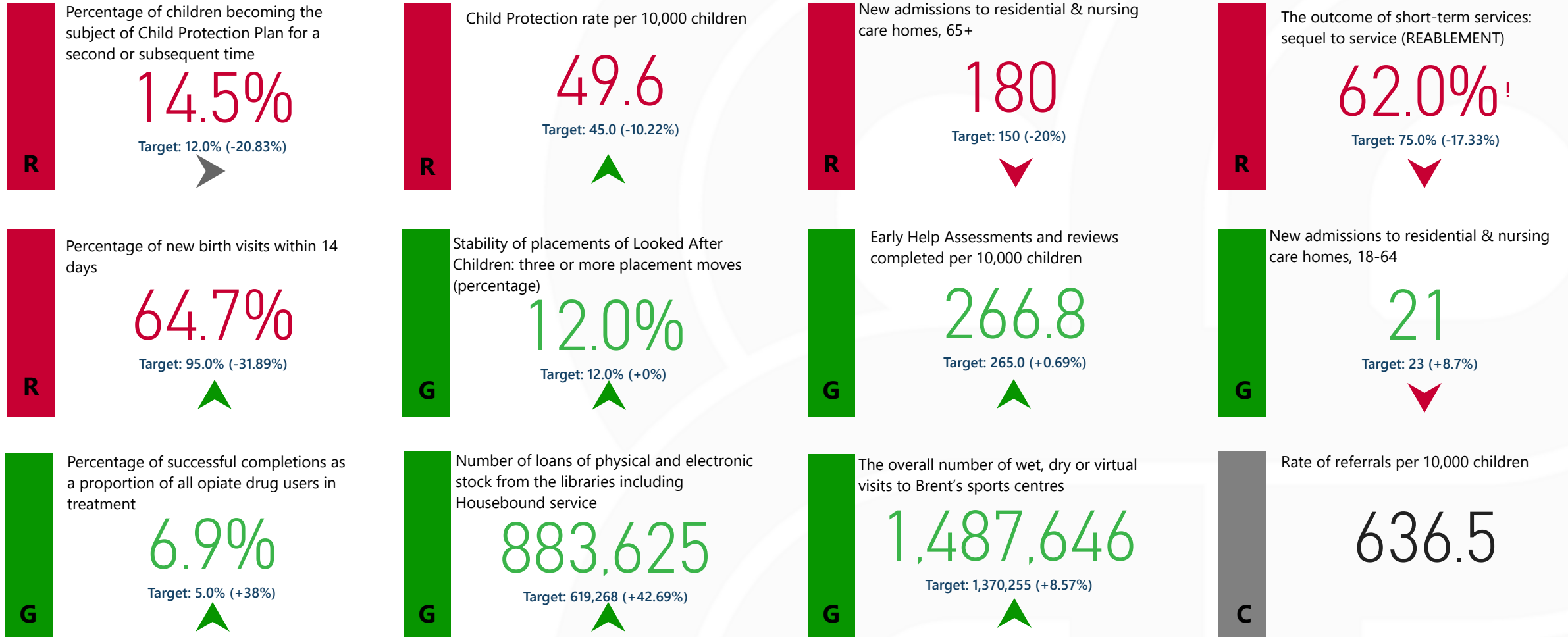
A cleaner, more considerate Brent



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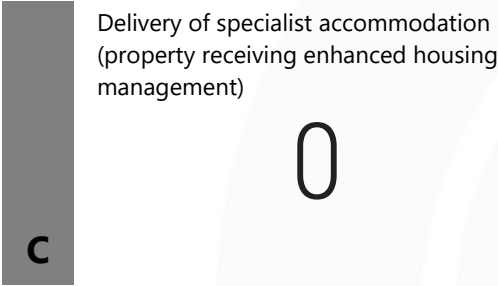
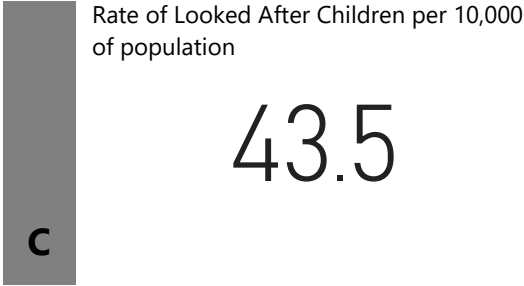
A borough where we can all feel safe, secure, happy and healthy

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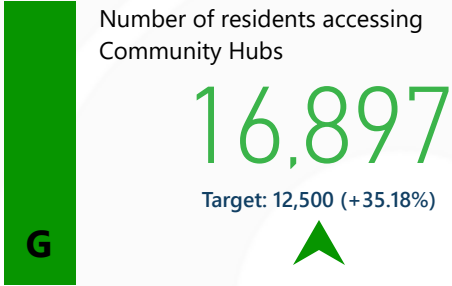
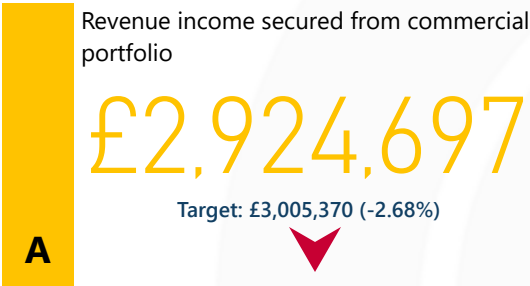
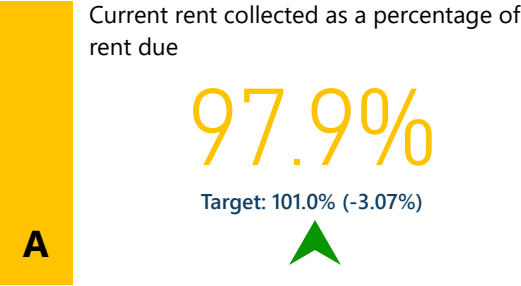
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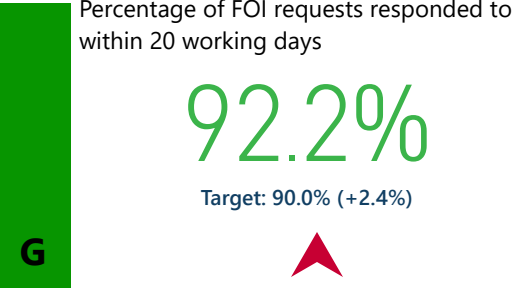
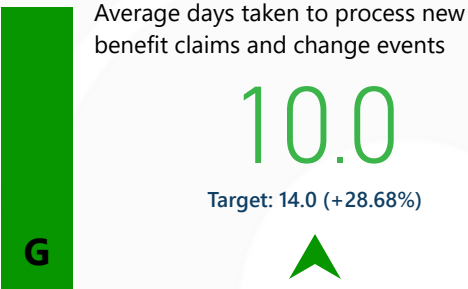
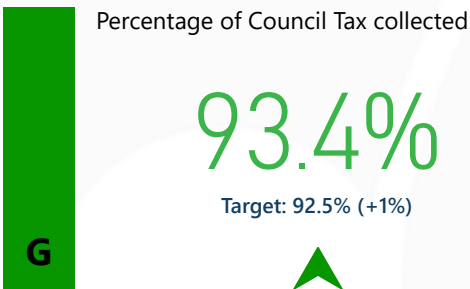
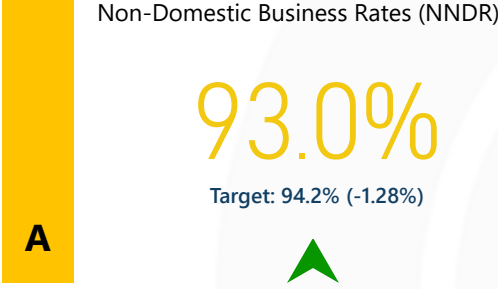
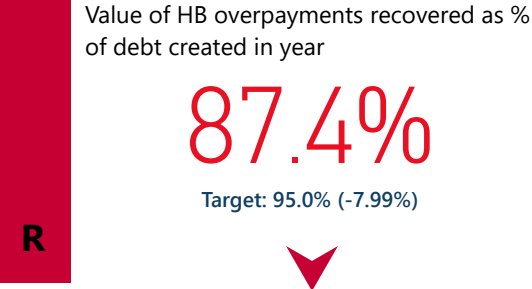
Corporate Performance Report Q4 2022-23

Strong foundations



Corporate Performance Report Q4 2022-23

Internal business



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