



***ENVIRONMENT & CULTURE'S
SERVICE DEVELOPMENT PLAN 2005-2008***

STRATEGIC SUMMARY

WHO WE ARE AND WHAT WE DO

Environment & Culture is a new department formed in July 2005 by merging the former Environment service area with the Council's adult learning, libraries, heritage and creative development services. The department works to improve the quality of life of every resident, worker and visitor in Brent and the quality of the environment in the Borough in four ways:

- ◆ We provide and maintain essential infrastructure which people use and rely on, often on a daily basis. Examples are roads, footways and street lighting.
- ◆ We provide services that we all use regularly such as collecting refuse, cleaning streets, recycling waste and managing traffic, and others used less frequently such as registering births and deaths, marriages and cemeteries.
- ◆ We help people fulfil their potential and enjoy a full and healthy life by providing cultural services such as libraries, parks, sports and the promotion of creative activity and the provision of adult education.
- ◆ We regulate activities and enforce the law to protect citizens and their rights by using statutory powers.

We provide leadership, raised awareness and influence where the Council cannot do things on its' own, underpinned by a commitment to sustainability, which means living in a way that allows future generations our quality of life. We have an externally certified system to improve our environmental performance and deliver our environmental policy.

Our services play a big part in regeneration. They affect the renewal of the built environment, and contribute in areas such as learning, community cohesion, employment, health, crime

prevention and community safety which affect the regeneration and renewal of communities.

HOW WE WORK

This is a very diverse set of responsibilities and it requires an equally wide range of skills. We are organised into sixteen service units, (see overleaf) each with its own area of professional responsibility, and with considerable freedom to organise itself to meet its own specific duties.

We pride ourselves on an open, honest and empowering organisational culture and, wherever we can, we extend this freedom and empowerment to our staff.

We also pride ourselves on an approach to our customers and our staff that values the diversity intrinsic to Brent. We are committed to improving access to our services for all parts of our community, and to ensuring that staff are, and feel, fairly treated and supported. We have a commitment to training staff for their current and potential roles and hold Investors in People accreditation. We have plans in place that are taking us to Level 2 of the Equality Standard for Local Government, and towards Level 3.

Finally, we have a strong commitment to identifying and meeting the needs of our customers, and to treating all of the people and communities we serve with respect and professionalism. Our services hold eleven Chartermarks for excellence in customer service, and we have been a Beacon Council for "Improving Urban Green Space".

We believe in a "mixed economy" in which some services will be best delivered in-house, while others may be better contracted out. Contractors deliver many services for us as is shown in the organisation chart on the following page.

OUR SERVICES & THEIR ORGANISATION

**Director of
Environment & Culture**

Assistant Director Streets & Transportation		Assistant Director Leisure & Registration		Assistant Director Arts and Learning		Assistant Director Policy & Regulation	
StreetCare Refuse collection & recycling, street cleaning, graffiti, street lighting, wardens, parking control, CCTV		Parks Service Parks and open spaces, park wardens, sports grounds, grounds maintenance, allotments		Libraries Twelve public libraries, Outreach service, BRAIN community information database		Planning Service Development control, UDP, LDF, policy, enforcement, conservation, landscape design, land charges	
Transportation Transport strategy, road safety, public transport liaison, highway maintenance, parking schemes		Sports Service Sports development, key sports facilities		Heritage Services Grange Museum (relocating), Brent Archive, Welsh Harp Environmental Education Centre		Trading Standards Consumer protection and safety, Weights and Measures, pricing, fair trading, underage sales.	
External Contractors		Cemeteries & Mortuary Four open cemeteries, one out-Borough, closed cemeteries, public mortuary		Creative Development Enabling creative cultural projects and programmes, and providing festivals		Environmental Health Pollution, contaminated land, air quality, food safety, animal welfare, pest control, communicable disease	
Onyx UK	Refuse & Street Cleaning	Registrars Service Registration of Births and Deaths, Marriage, Citizenship Ceremonies, Civil Partnerships		BACES Adult learning across the Borough, seven adult education centres plus satellite centres		Building Control Building Regulations approval and enforcement, dangerous structures, street naming	
ECT Recycling	Recycling and composting						
Central Parking Systems	Parking services	External Contractors		External Contractor		Health, Safety & Licensing Health & Safety enforcement, emergency planning, liquor licensing, other licensing	
David Webster	Street lighting						
JC Decaux	Public toilets	Leisure Connection	Sports centres	Dynix	Library ICT	Directorate Finance Information & Performance Projects & Policy Secretariat	
Temple Security	CCTV Monitoring	Linteum	PFI Willesden Sports Centre	Voluntary Sector Agency			
Gristwood & Toms	Street tree maintenance			Energy Solutions (NW London) Energy Management Agency			

NEW CHALLENGES

Clearly, a challenge for us in the remaining part of 2005-06 is to ensure that the new department works in a co-ordinated way to achieve a clear set of strategic objectives. Work is planned to ensure the new management team understands and agrees the priorities of the whole range of services.

THE CORPORATE STRATEGY & THE COMMUNITY PLAN

Brent's first Community Plan – *A Plan for Brent 2003-2008*, prepared by our Local Strategic Partnership, sets out a combined statement for the partnership of the highest needs and priorities of local people.

The Council itself has adopted a Corporate Strategy for 2002-2006 – *Building a Better Borough* which sets the direction for the four-year life of this administration.

This Service Development Plan shows how Environment and Culture is playing its part in delivering the Community Plan and the Corporate Strategy.

A PLAN FOR BRENT

The Community Plan has nine priority objectives under its 'environment' theme but none specifically for Culture. These are listed below and are cross referenced with specific actions included in this plan.

- ET1 Deliver a comprehensive environmental education programme supported by stronger enforcement.
- ET2 Facilitate stronger multi-agency partnerships to improve the environment.
- ET3 Improve the environmental quality and security of parks and open spaces.

- ET4 Ensure that parking schemes take into account the needs of residents and local businesses.
- ET5 Improve road safety, particularly for children.
- ET6 Improve the street scene.
- ET7 Improve safety, accessibility and affordability of public transport and door to door services for disabled people and older people.
- ET8 Improve transport infrastructure and services to facilitate regenerations.
- ET9 Improve the management of waste in Brent paying particular attention to the amount of waste being recycled.

BUILDING A BETTER BOROUGH

The Corporate Strategy's vision is of a Borough "*where all its communities enjoy a high quality of life...*", and where "*Brent will be a home of choice.*" This vision is reflected in four values underpinning the priorities for action, which are:

- ◆ Achieving service excellence
- ◆ Raising the quality of life
- ◆ Serving all our communities
- ◆ Developing and motivating our staff

The five priorities for action are cross cutting and reflect key areas of concern for local residents. They are:

- ◆ Promoting quality of life and the green agenda
- ◆ Supporting children and young people
- ◆ Regeneration and priority neighbourhoods

- ◆ Tackling crime and community safety
- ◆ Achieving service excellence

Because these priorities are crosscutting, there are important actions for Environment and Culture in every one. The following sections summarise the main issues and areas for action in each of the Corporate Strategy priorities. Within each of the priorities there is one or more focus point for action. Naturally enough the greatest number are in *promoting quality of life and the green agenda*.

PROMOTING QUALITY OF LIFE AND THE GREEN AGENDA

Investing in our public realm:

We will improve the quality of the local environment with increased investment in our pavements, roads and parks.

There is much to be proud of in Brent's public spaces, but there are a number of areas where there is considerable scope for improvement. Our highways and our parks have badly needed investment in their infrastructure and it is only in the last two years that we have had any significant programme of investment to tackle the backlog. (Community Plan Priority ET3 and ET6).

Top priority is the condition of footways which is a matter of considerable public concern. The condition of non-principal road surfaces, for which we are responsible, is lower quartile for London and we need to improve. In parallel to improvements to footways and carriageways we have begun a co-ordinated programme of investment in gullies, signs and other elements of the street scene.

Planned levels of capital investment will bring about slow improvement but aspirations across London are rising and if we are to keep up with public expectations a more substantial investment programme will be needed.

There was a similar under investment in our parks and cemeteries infrastructure for many years. A high proportion of the physical assets are badly in need of upgrading including paths, fences, pavilions and other buildings. The investment programme agreed for 2004-05 has made a real difference and has allowed more systematic planning of maintenance.

A priority for the coming year is to develop a better inventory of our assets and their condition, and a long term maintenance programme driven by our strategic priorities.

The street lighting PFI has, of course, brought about a step change in the quality of lighting in the Borough.

The war on waste

We have to meet government targets to reduce the amount of waste sent to landfill. We will achieve this by encouraging residents to reduce, reuse and recycle more of their waste. We must also deal with the growth in litter and other waste on our streets.

Tackling the growth in waste, meeting demanding statutory targets for recycling, and containing the huge potential increase in waste disposal costs is a priority for us (Community Plan Priority ET9). We will be developing a fresh waste management strategy to respond to these pressures.

The continuing increases in Landfill Tax, the introduction of the Landfill Allowance Trading Scheme, and possible penalties for not achieving reduction targets, threatened by the Government and the London Mayor mean that disposal

costs will rise sharply over the next few years creating financial problems for Brent and pressures for fly-tipping.

Brent's recycling performance for 2004-05 was 14.3%, a significant increase in the 7.7% achieved in the previous year. Nevertheless, to achieve the target of 18% for 2005-06 will require further significant improvements. (Community Plan Priority ET1 and ET9). We now have a dry recyclables scheme for all but a small minority of our properties and a fortnightly wheeled bin garden waste service to 45,000 households with an "on demand" bag collection service to the remainder of our households. We have a new and much improved Amenity Site at West London Waste Authority's Twyford waste transfer station. To achieve the 18% target will require the organic waste collection service to be extended to a further 15,000 households and made weekly to allow the collection of kitchen waste in 2005-06.

The reliability of our waste collection services is not as good as we would like. We are working with our contractor, Onyx, to identify and tackle the issues causing this problem.

A further priority is the improvement of the street waste service. The cleanliness of our streets, measured by BV199, gave us serious cause for concern but the most recent survey covering January to April 2005 showed a great improvement which we need to sustain. We have a PSA sub-target to reduce this figure to reduce this to 28% by 2006.

We have made some progress through work with our contractor, Onyx, to improve cleanliness in main town centres through altered sweeping and cleaning regimes including the use of mechanical sweepers. Much more needs to be done and we would like to extend these targeted improvements more widely.

BUILDING A BETTER BOROUGH

Transforming transport:

We need to reduce our dependence on the private car. We will do this by working with our partners to improve the quality of local public transport and help reduce congestion whilst reducing accidents.

We are working towards a more balanced use of the public highway, by encouraging greater use by pedestrians, cyclists and bus transport.

We are leading by example on the way to better practice with a phased and very practical Travel Plan for our own staff which is being rolled out over a number of years.

Better capital allocations in recent years have been well spent on a range of programmes to manage parking, maintain principal roads, improve safety for school children, and manage the consequences for the Borough of the central London Congestion Charge. We have also tried to influence and improve public transport including around the Wembley regeneration area. (Community Plan Priority ET7).

We also need to align policies and programmes in our imminent Local Implementation Plan for the Mayor's Transport Strategy with the relevant parts of our Unitary Development Plan and our emerging Air Quality Management Area Action Plan. Together these will be catalysts for change with the potential for long term improvements in quality of life.

Our immediate programme of Controlled Parking Zones is now largely in place unless residents express a strong demand for further extensions or changes to improve living and travelling conditions. (Community Plan Priority ET4), although the possible extension of the central London Congestion Charge area could create new pressures.

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The Government has set a target to reduce the number of people killed or seriously injured in road accidents by 40%, and to reduce all other injuries by 10% by 2010. There have been significant improvement in this area in recent years and we are on course for achieving both targets and the more demanding target agreed for our PSA.

Protecting the Public:

Envirocrimes such as fly tipping, graffiti, abandoned vehicles and noise nuisance are just some of the problems that make people feel unsafe. We are tackling envirocrime through a combination of preventative actions and a faster response to problems when they occur.

We are tackling enviro-crime through better, more co-ordinated enforcement, through education and through more effective inter-agency work. This is consistent with the aims of the recent Hampton Review in relation to business regulation and the approach will need to become more widespread.

Many regulatory services still face the challenge of new legislation, higher required standards or increasing volumes. We took responsibility for liquor licensing from February 2004 and will do for gambling licensing in the future.

New and developing performance standards for noise nuisance, food sampling and health and safety inspection will need to be met and will require more intensive inspection regimes, changed priority systems or alternative strategies to resolve problems.

We also need to consider enforcement priorities and whether we can better target our enforcement resources in, for example consumer protection, on strategic priorities like the protection of children and young people.

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The development of the ward working initiative is likely to present new or increased demands for enforcement.

Enforcement is only one way of protecting the public. We do relatively little pro-active work in support of small and medium sized enterprises through our regulators. The Government is setting a clear agenda for authorities to do much more in this area and we are responding with an improved web site, better co-ordination and support focused on the needs of business.

Celebrating our culture and creative life:

We work towards community cohesion, social inclusion and a stronger sense of active citizenship through widened opportunities for learning and by celebrating the diversity of our culture and heritage.

Our community has an extraordinary ethnic and cultural diversity which is a cause for celebration but also presents challenges in meeting the variety of needs. We also have areas of significant deprivation and social exclusion to which we have to respond.

Our adult learning, heritage and library services provide learning opportunities and support for children and for adults many of whom may have had little, conventional involvement in learning. We aim to widen participation and levels of achievement in lifelong learning.

Our libraries face challenges from demanding National Public Library Service Standards whilst working from buildings which do not lend themselves to the delivery of modern library services or the present needs of our community. We are implementing an improvement plan following a best value review and must achieve consistent improvements in meeting the standards.

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The move of the Grange Museum from its previous unsuitable and inaccessible location to Willesden Green Library Centre is a large and challenging project in its own right. Maintaining the profile of heritage services during the closure is a priority.

We are developing an achievable Cultural Strategy that will reflect community needs and aspirations. We also run a programme of festivals and other events reflecting the diversity of the community.

Through many of our services we work to promote a more active sense of citizenship in the community and we also help new citizens to celebrate their new status through citizenship ceremonies.

SUPPORTING CHILDREN AND YOUNG PEOPLE

Keeping children healthy and safe:

We aim to promote physical activity and healthy living for children and young people as a means to a healthier life. We also work to keep children safe by preventing road accidents and tackling harmful behaviours.

Our services have a part to play in delivering the outcomes sought for children and young people by "Every Child Matters" especially in terms of keeping children healthy and safe.

In recent years, a comprehensive reorganisation, additional targeted resources and the development of a Strategy for Sport and Physical Activity have transformed our sports services which have a clear priority around increasing young people's participation in physical activity. Inspection in 2004 as part of the inspection of all the Council's Cultural Services has shown a huge improvement, rating these services as good two star services with good prospects for improvement.

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The PFI rebuilding of Willesden Sports Centre is a crucial project to improve the Council's support for sport and physical activity in the Borough.

We have produced a Parks Strategy and a Playing Pitch Strategy that identify key priorities for the next five years.

We have completed the renewal of existing play facilities across the Borough and what we have in place is now of a high standard. We now need to concentrate on further improvements in the most deprived areas and on developing facilities for young people.

Protecting children through action to prevent the sale of age restricted goods to them is important and we are looking to increase our programmes in this area.

A particular concern is that too many children are injured in road traffic accidents and black children are disproportionately affected. We are analysing the reasons for this and plan to implement effective programmes to reduce the injuries over the next year. (Community Plan Priority ET5)

REGENERATION AND PRIORITY NEIGHBOURHOODS

Making Wembley work for us

The wider Wembley commercial area is a key regional regeneration opportunity. We are committed to promoting the development of this area to benefit future generations of the Brent residents.

Wembley is a key priority for the whole Borough. The new National Stadium is planned to be open by early 2006. Redevelopment of the adjoining areas will follow with the approval of the proposals by Quintain for a major mixed use

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development in line with approach set out in "Our Vision for a New Wembley" launched by the Council in November 2002.

We are working with all major landowners and the LDA to ensure a comprehensive development of the area. This includes ensuring capacity improvements to all three local stations and to access roads are delivered before the Stadium opens, and that means are in place to protect local residents from the potential impact of visitor parking. Other developers are now bringing forward proposals for the Wembley area.

Other issues

Beyond the National Stadium the needs of our priority estates and areas of acute deprivation need a response that creates the physical and social conditions in which communities can thrive. High quality planning and design are a crucial contribution that Environment and Culture must make to the creation of sustainable communities in South Kilburn, St Raphael's and Brentfield in particular and across the borough generally.

The Corporate Strategy commitment to high quality destinations and facilities including town centres demands similar input.

TACKLING CRIME AND COMMUNITY SAFETY

Securing the public realm

The pressure for increasing the sense of security is continuous. We are committed to working in partnership to reduce street crime and promote a safer environment.

The pressure for increasing the sense of security through CCTV surveillance is continuous. This service needs to continue to develop in appropriate locations as part of a

balanced approach to reducing street crime and promoting a safer environment including the improvements to street lighting that have taken place through the PFI.

The introduction of parks wardens, and then of street wardens first in Wembley and later in other centres, has been very successful and popular in introducing a more visible authority presence on our streets. We have now developed a common identity for both these groups and the neighbourhood wardens on our estates to help build recognition and confidence in them. The scope of both the parks and town centre warden services has been extended to cover new areas. We are implementing a control centre to improve the effectiveness, safety and security of these staff.

ACHIEVING SERVICE EXCELLENCE

Aiming for beacon standards

We will ensure our services meet the needs of all our communities. We will use external accreditation to ensure best practice is adopted and service excellence is achieved.

Our services generally operate to a high standard. A host of external accreditation bears witness to this. We hold eleven Chartermarks. The whole of Environment and Culture holds IIP and we are planning to extend Environment's ISO14001 to the whole department. Our regulators have all adopted the Enforcement Concordat. We make use of the EFQM Excellence Model to support our business planning.

A key issue for us is delivering the Corporate Environmental Policy across the Council, building best environmental practice into corporate planning processes. In this we are tackling cross cutting issues with the long term aim of achieving sustainable living, reducing and preparing for

climate change, building sustainable communities, better managing resource use and improving procurement practices. In this our ISO 14001 Environmental Management System is crucial.

We have a good track record of improving our parks and open spaces. This was recognised by the award of a Green Flag for Roundwood and by our status as a Beacon Council for "Improving Urban Green Space".

Rising expectations put pressure on services in four areas.

- ◆ Demand for more consultation is affecting planning, transportation and licensing. Demand for improved facilities and opening hours is affecting libraries and the arts
- ◆ We must improve access to and understanding of our services to meet the needs of children and young people, disabled people and minority communities with the aim of ensuring that all our customers are equally satisfied with the service they receive.
- ◆ We also need better relationships with our customers including improved call handling, e-access and keeping them informed. Meeting the challenges of the e-Government agenda will require continued attention.
- ◆ The public are increasingly demanding services outside the traditional 9 to 5, Monday to Friday format. At present those services available to meet these needs find difficulty in meeting the level of demand. We need to identify the services wanted outside normal working hours, assess the level of demand and plans to meet the need.

To ensure that all these developments translate into more relevant and improved services we need to continue to

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improve service planning and performance management arrangements.

CONTEXTUAL FACTORS

External Legislation & Statutory Factors

The variety of legislation underpinning service delivery through Environment and Culture's range of services is enormous. Details of the legislation and its' significance can be found in the ISO 14001 Legislation Register.

Recent and proposed changes in legislation and statutory requirements with particular significance for service delivery include the following. Details can be found in the relevant service unit sections of the plan.

- ◆ Public Library Service Standards
- ◆ Licensing Act 2003
- ◆ Planning and Compulsory Purchase Act 2004
- ◆ 8th London Local Authorities Act 2002
- ◆ Sustainable & Secure Buildings Act 2004
- ◆ Environmental Information Regulations 2005
- ◆ Gambling Bill
- ◆ Civil Contingencies Bill
- ◆ HSC Guidance on H&S inspections
- ◆ Civil Registration Regulatory Reform Order
- ◆ End of Life Vehicle Regulations 2003
- ◆ Waste & Emissions Trading Act 2003
- ◆ Freedom of Information Act 2000

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Risk Assessment

The majority of risks within Environment and Culture are managed at Service Unit level and details can be found in Service Operational Plans. Some risks are more strategic in nature and are beyond the capacity of a single service unit to manage or affect a number of units and require a common response. Previously identified strategic risks that remain relevant are discussed in the full Service Development Plan. Risks will be reviewed as the new Department forms to ensure that the list is complete.

Partnership Working

A significant amount of work undertaken by environmental services is done in partnership with other organisations and agencies (Community Plan Priority ET2).

Environment and Culture is directly involved in a number of multi-agency partnerships addressing issues on a West London or wider regional basis. Examples of such partnerships include work with The West London Alliance, The London Development Agency, and Transport for London.

In addition to these formal partnerships, there are many partners that we work with on a day to day basis to deliver our services. The list is extensive but includes the Metropolitan Police, the London Fire Brigade, the Food Standards Agency, the Environment Agency, the Brent Primary Care Trust and the London Fire and Civil Defence Authority

There are also a number of areas where service units are working with partners to deliver specific projects or in specific localities. Examples would include regeneration projects and work with local voluntary and community organisations, such as "friends of" groups.

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The Trading Standards Service operates as a partnership with the London Borough of Harrow on a consortium basis, and provides the service across both Boroughs. The Cemetery Service provides a mortuary for both Brent and Harrow.

Local factors

Four issues relating to localities will be significant for Environment and Culture during the Plan period.

The Council's ward working pilot and the anticipated roll out of the initiative to all wards is likely to add significantly to the pressures on StreetCare, Transportation, Parks and Environmental Health.

Local area forums continue to need effective support from the department with, perhaps, three quarters of the issues raised relating to Environment and Culture's responsibilities.

The completion of major building projects to improve services to residents. This includes Willesden Sports Centre and the new museum at Willesden Green Library Centre.

Improving town centres remains a priority through wardens, enforcement and town centre management.

SETTING BUDGETS FOR 2005-06 AND BEYOND

Budgets are being agreed for the new department.

Table 1 shows the presently agreed changes in Environment and Culture's General Fund Revenue budget for the years 2005-06 to 2008-09 and includes increases in budget to reflect the costs of inflation, and growth agreed in setting the 2005-06 budget.

It also includes savings equivalent to 2% of the gross revenue budget, this being the target set by the Council when setting the cash limit for Environment and Culture.

ENVIRONMENT & CULTURE

ENVIRONMENT AND CULTURE SERVICE DEVELOPMENT PLAN 2005-2008

TABLE 1 BUDGET SUMMARY

DESCRIPTION	2004/2005 Approved Budget	YEAR 2				YEAR 3				YEAR 4				YEAR 5			
		Agreed Growth £'000	Savings £'000	Inflation £'000	2005/6 Budget Forecast £'000	Agreed Growth £'000	Savings £'000	Inflation £'000	2006/7 Budget Forecast £'000	Agreed Growth £'000	Savings £'000	Inflation £'000	2007/8 Budget Forecast £'000	Agreed Growth £'000	Savings £'000	Inflation £'000	2008/9 Budget Forecast £'000
BUILDING CONTROL	359	0	-44	48	363	0	0	49	412	0	0	57	469	0	0	60	529
CEMETERIES AND MORTUARY	347	0	-20	54	381	0	-20	56	417	0	0	59	476	0	0	65	541
DIRECTORATE	992	0	-71	99	1020	0	-43	90	1067	0	0	100	1167	0	0	94	1261
ENVIRONMENTAL HEALTH	2959	150	-60	92	3141	0	-20	93	3214	0	0	99	3313	0	0	125	3438
HEALTH, SAFETY & LICENSING	550	203	60	32	845	0	-26	33	852	0	0	36	888	0	0	52	940
PARKS	2858	0	-32	103	2929	0	-48	106	2987	0	0	113	3100	0	0	138	3238
PLANNING SERVICE	2038	0	-319	73	1792	0	-16	84	1860	0	0	87	1947	0	0	105	2052
REGISTRARS BDM	329	0	-16	31	344	0	-16	34	362	0	0	36	398	0	0	40	438
SPORTS	2595	0	0	68	2663	0	-88	84	2659	0	0	87	2746	0	0	97	2843
STREETCARE	16723	1934	-456	410	18611	0	-99	440	18952	0	0	455	19407	0	0	506	19913
TRADING STANDARDS	997	0	-40	42	999	0	0	43	1042	0	0	43	1085	0	0	56	1141
TRANSPORTATION	1528	10	-418	172	1292	0	-282	167	1177	0	0	171	1348	0	0	175	1524
PARKING	0	0	0	0	0	0	-112	0	-112	0	0	0	-112	0	0	0	-112
LIBRARIES	4984	65	-26	170	5193	0	0	170	5363	0	0	174	5537	0	0	180	5717
BACES	-85	0	0	-2	-87	0	0	-2	-89	0	0	-2	-91	0	0	-2	-93
CREATIVE DEVELOPMENT	399	0	0	13	412	0	0	14	426	0	0	14	440	0	0	14	454
HERITAGE	357	0	0	12	369	0	0	12	381	0	0	13	394	0	0	13	407
TRANSFER - DIR & SUPPORT		41	0	0	41	0	0	1	42	0	0	2	44	0	0	2	46
MEMO ITEMS	0	0	0	0	0	0	-131	0	-131	0	-1093	0	-1224	0	-1093	-97	-2414
ENVIRONMENT AND CULTURE BUDGET	37930	2403	-1442	1417	40308	0	-901	1474	40881	0	-1093	1544	41333	0	-1093	1623	41863

ENVIRONMENT'S SERVICE DEVELOPMENT PLAN 2005-2008

EXTERNAL QUALITY AWARDS



INVESTOR IN PEOPLE

ENVIRONMENT AND CULTURE



A World Leader in Certification

ISO 14001
ENVIRONMENT AND CULTURE



BUILDING CONTROL
CEMETERIES & MORTUARY
ENVIRONMENTAL HEALTH
HEALTH SAFETY &
LICENSING
LIBRARY SERVICE
PLANNING SERVICE
REGISTRAR OF BDM
TRADING STANDARDS
TRANSPORTATION
STREETCARE
PARKS



2007-2008
Improving Urban Green Spaces

PARKS



Certificate Number 8748

PARKS
TRANSPORTATION
TRADING STANDARDS

For further information about this plan please contact:

Michael Read
Environment and Culture Directorate
Wembley, Middlesex. HA9 6BZ
Telephone No. 020 8937 5302
Fax 020 8937 5301
e-mail: michael.read@brent.gov.uk